



THE HIDING power of coating is being checked through skillful use of a Cryptometer in the hands of an expert at Stanley Chemical Company, East Berlin, Conn.

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CONNECTICUT INDUSTRY

AUGUST
 1939

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CONNECTICUT INDUSTRY

August . . . 1939

VOLUME 17 NUMBER 8

L. M. BINGHAM, Editor

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 50 Lewis Street, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.50; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.

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CONNECTICUT'S BUDGET

By E. KENT HUBBARD

The other day I received an amazing letter. It made reference to the final report which the Association made on the Connecticut General Assembly of 1939. The writer stated that he had heard rumors that the State budget which the legislature was alleged to have balanced showed a deficit for the biennium of "something like \$160,000,000." That did not disturb me materially. But when I received subsequent letters and telephone calls within a period of three days, I began to wonder what forces were at work.

I have no desire to investigate the sources of these rumors. I would but refer members again to the Association's "Final Report on the Connecticut General Assembly of 1939" and to my statement on the fly-leaf of that report, as well as to the statement in the body of the report pertaining to "The Budget."

In the first place, my original informant was obviously in error, because the total budget of the State of Connecticut for the biennium beginning July 1, 1939 is \$106,168,591. To be more specific, this amount is made up of general fund expenditures of \$53,655,858, highway fund expenditures of \$38,776,624, and special fund expenditures of \$13,736,109. When the legislature made these appropriations, this left a leeway of an estimated approximate amount of \$200,000 of income over expenditures which were appropriated in the so-called baby budget.

**The Budget of the State of Connecticut
is balanced and is an honest budget.**

I have every belief that when the Governor of the State makes his report to the representatives of the people in the legislature of 1941, he will report a budget which is in approximate balance. He is committed to it, he believes in it, and he knows that the one way to encourage agriculture, industry, commerce, and the taxpayer in general is through good business management of government. As I see it, there can be only three slips which would cause our budget to become unbalanced.

First, if the State is called upon to take care of more State paupers than originally contemplated. For some reason not readily ascertainable, the number of State paupers is increasing unproportionately. Since the State is compelled to give relief only to those who have no settlement in any town, since any diminution of the WPA program by federal legislation or authority will not directly affect the towns, but unfortunately affect the communities only, and since the alien problem is not one of paramount concern at the moment, it would seem that this element which might lead to a disturbed budget is not present.

(Continued on page 24)

FEDERAL LEGISLATION

CONGRESS is still on the home stretch and pulling hard on the bit for an August 5 adjournment, but the spending-lending bill, (mostly spending) has an administrative "must" on it which may hold the legislators beyond that time. Unless the people of the nation really want economy bad enough to "wake up and speak" to their congressmen with a capital "no" on giving the Administration more "carte blanche" authority, it looks like another dip into red ink to the tune of over a billion dollars before the final gavel falls at this session of Congress.

Despite the increasingly strained relations between the President and Congress, economy in its true sense seems to be a "lost word" in Washington, for even Congress which went on a talk fest about economy a short time ago, has dealt it another foul blow by increasing its own payroll at least a million dollars annually for the hiring of more clerks. Both the House and Senate have passed a bill authorizing each senator and representative to hire an additional clerk at \$1500 per year and senators from states of 3,000,000 or more population are to have two new clerks. Apparently in the spending mood, the Senate recently passed a bill permitting secretaries and clerks of senators and representatives to collect travel allowance of eight cents a mile from Uncle Sam. The bill may be stopped in the House if public opinion is crystallized against it.

As the spending-lending bill looked just before press time for *Connecticut Industry*, it permitted the President to resume the Passamaquoddy Bay and Florida Ship Canal projects without additional authorization from Congress.

It appears that industry and business may get some protection from this Congress against the wholesale issuance of new rules and regulations by administrative agencies. The Senate passed a bill to accomplish this during the week of July 16 and it has received a favorable report from the House Judiciary Committee. Its sponsors, who include Representative Monkiewicz of New Britain, claim the votes to pass it before the close of this session despite Administrative opposition. Whether the President would veto is not known. Authors of the companion bills are two Democrats—

Senator Logan of Kentucky and Representative Walter of Pennsylvania.

One of the most daring attempts ever made to control business is now believed to be a threat at this session despite the fact that only a few weeks ago our Washington Observer and the majority of other observers felt it didn't have a chance. This attempt is in the form of the O'Mahoney-Hobbs Anti-Trust bills to revise and strengthen the anti-trust laws. Authored by Yale's Thurman Arnold, now assistant Attorney General, and now being studied by a sub-committee of the Senate Judiciary Committee, Mr. Arnold is now insisting on its passage before Congress adjourns. That demand is supported by the recently issued T. N. E. (Monopoly) Committee report. The legislation would impose severe fines and employment prohibition penalties upon officers and executives of corporations and trade associations violating the anti-trust laws as well as levy penalties upon the corporations and associations. The sub-committee now studying this bill is headed by Senator Burke of Nebraska. Other members of the committee include Senator Van Nuys of Indiana, Miller of Arkansas, Borah of Idaho and Danaher of Connecticut.

Status of Major Industry Bills

Hatch Bill to take politics out of relief has been passed. If it is not vetoed by the President, political activity of government officials will be strictly limited, thus weakening their power to perpetuate the New Deal in the 1940 conventions and election.

Wagner Act Amendment; Hearings underway by Senate Education and Labor Committee and House Labor Committee on all revision proposals. Dead for this session.

Wage-Hour; House bills reported by Labor Committee and pending in House; Senate bills pending Senate Labor Committee. A possibility.

H. R. 6635—Social Security Amendments; Doughton Bill calling for major changes in Social Security Act; passed both House and Senate; in conference.

S. 1032—Government Contracts; to extend Walsh-Healey Act, permitting Federal fixation of wage-hours for government contractors; passed

Senate; pending, House Judiciary Committee. Dead this session.

S. 685—Stream Pollution; Barkley Bill to control stream pollution through Public Health Service. Passed by Senate; Approved by House Rivers and Harbors Committee; pending in House. Dead this session.

S. 1970—Civil Liberties; LaFollette Bill providing heavy penalties for "oppressive" labor practices by employers; favorably reported by Senate Education and Labor sub-committee. Doubtful of passage this session.

H. J. Resolution 258, known as the Smith Resolution passed and the House is setting up machinery to carry out the investigation of the National Labor Relations Board. Although the personnel of the investigating committee has not been named, the chances are that the majority of them will be critics of the Board rather than friends.

In attempting to select a five man committee to investigate the Labor Board under the Smith Resolution, Speaker Bankhead is said to be enjoying "one of the worst headaches", for it is reported that many of the abler members of the House have been wary of accepting assignments to this committee because of the "grief" that may be expected to accrue to the members.

Tax Exempt Securities; to permit reciprocal taxing of Federal, State and Municipal security issues; House Ways and Means Committee hearings concluded; to be subject of special study after adjournment.

H. R. 50—Industrial Census; Fulmer Bill authorizing broader powers for Director of Census in obtaining industrial information; pending, House Committee on the Census.

S. 2065—Trust Indentures; to regulate indentures and sale of securities in interstate commerce and through the mails; passed Senate; passed House; sent to White House.

H. R. 6618—Trade Marks; new Lanham bill to revise Federal Trade-Mark laws; passed House; pending in Senate.

THE STANLEY CHEMICAL COMPANY

Editor's Note. This fifty-fourth article in a series which seek to promote a better understanding of Connecticut industries, minimizes historical background and accents development processes and applications of the products of the Stanley Chemical Company. For research and development in the laboratory comprise the essence of the company's existence. Hence a description of these activities contributes the maximum understanding. Stanley Chemical Company is a subsidiary of The Stanley Works of New Britain.

Background

IN 1926, when synthetic coatings first gave evidence of the important position they were to take ultimately in an already crowded field of industrial coating materials, along with lacquers, enamels and japans, The Stanley Chemical Company instituted a policy of expansion beyond its then widely recognized development of maintenance and structural paints.

Today, its growth with an ever growing industry has realized an expansion which necessitates a spread of fifteen acres of the originally acquired twenty-five acre site at East Berlin, Connecticut. Present operations require a combined floor space in excess of 100,000 square feet, with ample surrounding yardage for the location of tank equipment already exceeding a capacity of 125,000 gallons.

Into the plant has come a steady procession of the most modern equipment which the very nature of the business constantly demands. With a strategic location, surrounded by conveniently adjacent raw material markets, served by railroad siding trackage and the major trucking routes, The Stanley Chemical Company acknowledges no rival in physical qualifications to transact small, moderate or large volume business with accuracy and dispatch.

During more than a decade, Stanley has been establishing and constantly improving a service of the utmost resourcefulness, talent and facility, and has founded a name and reputation synonymous with quality in the widest spread of industrial endeavor.

The Laboratory—Cradle of Processes and Products

The laboratory is this cradle! It is here that the miniature batch passes through stages of development until a perfected clear, protective lacquer is created and finally developed to predetermined characteristics for hardware—a beautifully colored vanity case finish—a heat-sealing, moisture-vapor-proof coating for paper, a permanently flexible, colored or clear coating for rubber, or for thousands of other specialized industrial coatings. Knowledge, thoroughness and accuracy are watchwords.

Microscopic examinations of finishes on articles are conducted periodically, promptly disclosing the first signs of film failure, the type of breakdown, and the rate. This latter factor is of the utmost importance to those charged with the developing of finishes which possess maximum lasting qualities under varying conditions.

The hiding power of the coating—that ability to conceal the surface underneath (not to be confused with covering power)—is checked and found satisfactory or deficient, by the skillful use of the cryptometer, an accurate and invaluable aid to the color matcher or formulating chemist as



COLOR MATCHING is done under this special daylight lamp which provides a uniform light source of color and intensity so necessary to color matching.

In the interests of efficiency, Stanley's laboratory, while completely under the direction of its Technical Director, is definitely divided into two separate working units—the Research "Lab" and the Control "Lab." The intensely interesting but difficult work of developing new products, the examination and evaluation of new base materials, the exploration into new fields of use for previously developed products, and all work looking into the future, is delegated to the Research "Lab." Imagination, ingenuity and practical vision are given free play.

well as the control chemist whose duty it is to insure uniformity in successive shipments of colored coatings.

Solvents, diluents and complex solvent blends must survive examination through distillation methods at Stanley. These liquids serve as the media for the film forming ingredients of various coatings and to a large extent determine the working and drying characteristics as well as the smoothness, continuity and quality of the dry film applied.

Original formulae reach Stanley's Control "Lab" as theoretical, written plans. They are first made up experi-

mentally, reformulated and again made up—often scores of times. To facilitate this mixing, and to insure complete dispersion of the pigments, small high-speed laboratory type elec-

chine. Any purchaser or prospect for Stanley enamel may have his product finished in one of the company's slow-dipping machines. The correct viscosity of the material, the best rate of

tionary test panels to powerful ultraviolet lamp-rays and a water spray, by mechanical rotation of the lamps and the spray. Severe and sudden temperature changes likewise are duplicated in this weather-machine. The relative merit of two or more coatings, and their ability to stand up under specific weather conditions, is reduced to an accurate laboratory determination.

The working characteristics of a spray coating for wood are checked in a spray booth. Since spray application is widely used industrially many samples are produced and checked daily in modern booths of varying capacity distributed throughout the laboratory.

If developing a clear or colored decorative coating for paper or paper board, or if perhaps, a continuous clear coating to render paper oil-proof, moisture-vapor-proof, or to give it heat-sealing properties—Stanley, with complete laboratory equipment, applies the formulated material to the customer's paper in the Stanley "Lab."

And so on it goes, this relentless searching, checking and rechecking by Stanley chemists and experienced workmen to develop the proper lacquer, synthetic or blended coating which will accomplish the desired result for the customer under any set of circumstances he may accurately describe. To do this the company has purchased the necessary laboratory equipment to approximate plant production methods and to test the resultant coating to be certain it qualifies with customer specifications in order to guard him against the loss of time and money caused by trial and error methods in his own plant. The same plan is followed, with necessary variations, no matter whether the coating is for spray or dip application before or after baking to any type of metal, wood, rubber or synthetic product.

Formulae Identification

As every manufactured batch of Stanley coating is drawn into shipping containers, after definite approval by the control chemists, a small can is filled, coded, dated, and filed—a reference for the future. This permits a check at the source of any trouble that may occur in the use of, or in the results obtained with a batch of material in any customer's plant. These retained samples are destroyed and replaced with those of more recent date as successive shipments are



THE WEATHEROMETER is used to measure the resistant qualities of the coating under intensified light and other weather conditions which are also produced by the weather-machine.

tric mixers are used. Finally a finished product is produced in the laboratory. To determine its suitability and the degree to which it proves those characteristics for which it was originally planned and formulated, another series of equally complete chemical and physical examinations are made.

When seemingly correct in the liquid state, the formulated product goes to the Control Laboratory for application, exactly as it is to be applied in the customer's plant. If it is to be sprayed, Stanley chemists spray it; if it is to go on steel, it is sprayed on steel; if for brass, it is applied to brass; if in one coat, a one-coat treatment is given; if over a primer, it goes over a primer,—and so on. Every Stanley product is checked in this manner of duplicating application methods, conditions and all other means that will insure positive approval when used under plant and production conditions.

Stanley equipment permits its chemists to check the working characteristics of dipping enamel by the use of a variable speed, slow-dipped ma-

dipping, the most satisfactory finishing system—all are determined by Stanley chemists prior to the costly and lengthy testing of materials in the customer's finishing department. Such a procedure rarely fails to produce results in an efficient, intelligent manner. In like manner paper coating lacquers are actually tested by application to paper on laboratory-size paper coating machines. Accurately controlled electric ovens permit the application and baking of synthetic coatings, to establish the most suitable baking range—temperature and time. Stanley's laboratory baking is adjustable in order to approximate the baking set-up of any customer, thus insuring a practical coating material for the operating conditions.

To determine the relative resistance of coatings to outdoor exposure Stanley's use actual outdoor exposure tests made upon test racks where treated panels are exposed at an angle of 45° to the south, so that the direct rays of the sun will beat down upon the finish. Resistant qualities of the coating are also measured in the Weatherometer. This machine subjects sta-

made to each customer. When a laboratory-produced coating material is approved as a finished product, a number is assigned to that specific formula. It is a company policy—one rigidly enforced—that from then on the formula and the number are forever tied together. This provides unerring uniformity and constitutes another feature of Stanley service.

Experiment Turns to Production

In a brief way, we have described the Stanley Chemical Company laboratories—the heart of the business. Entering the plant, to become familiar with the various installations of modern and complete productive equipment, it is discovered at once that each factory order sent to the Production Department has the development formula attached to it.

The various manufacturing operations are carried through—clear bases are made and mixed—pigments are ground as pastes, and blended—the component parts are mixed. But before mixing, samples of the ground pastes are sent into the Control "Lab" for approval as to fineness and cleanliness. If and when approved, the production Department is authorized to proceed with the final mixing of the finished product. This finished product is again completely checked by the Control "Lab."

If the color is not exact, the batch is rejected—changes made—another sample sent to the "Lab." These samples travel back and forth until the Control "Lab" finally places its stamp of approval on the batch. Then the product is drawn into shipping containers and sent on its way to the customer. In this manner Stanley uniformity and quality is maintained.

Storage and Distribution. Mixing, distribution and storage of solvents, non-solvents and clear bases, in large volume, call for well-chosen equipment. To reduce spillage, and evaporation losses to a minimum—to deliver the many different liquids to the several points of mixing and blending—to load and unload tank cars—to fill drums and containers—a unified system has been gradually evolved with a pump-house as the distributing center. With the use of flexible hose and multiple couplings, liquids are pumped to widely distributed groups of storage tanks and drawn from those tanks to a central mixing unit. This insures practically fool-

proof, accurate and efficient mixing and blending of materials; and losses—which are so difficult to control when rapidly evaporating liquids are manually handled—are eliminated with resultant economies.

Cotton Cutting. A separate building is devoted to the hazardous work of cotton cutting—the commonly used term for dissolving into solution, highly inflammable nitrated cotton—the base of all lacquers.

Cotton Cutters—of varying capacities—are located here, and are connected with pumping equipment to distribute the cut solutions to storage tanks or mixing vats. The filtering of solutions to insure crystal clarity, is a step of great importance.

Pigment Grinding. Pigment grinding is accomplished by mixing the dry pigments with grinding mediums of one type or another, the selected method being dependent upon the character of the pigment, or the degree of fineness required. Three-roll mills have their allotted place, while ball or stone mills of varying size and capacity have their own separate uses. For high speed, and highest quality grinding, a battery of two Banbury mills is used to materially increase the grinding capacity. Batches that would ordinarily require many hours (often up to ninety-six hours) for certain operations in a pebble mill, can be completely ground by the Banbury mills in from ten to twenty minutes.



PIGMENT GRINDING by means of the 3 roll mill.



PIGMENT GRINDING with battery of two Banbury mills increases both speed and quality of grinding.

Batch Mixing. All batch mixing is processed by weight, with scales graduated in hundredths of a pound. This facilitates computation and insures accuracy. Lead-in-pipes from storage tanks converge at points of mixing, and materials are mixed directly on the scales in large or small tanks as required. Power mixers of varying types and capacities provide thorough mixing of the liquids and solids.

Colors, after mixing to formula, require final testing to produce exact shades. A color tinter is indispensable to this very intricate and important operation—one where extreme skill and experience are essential. Clarifying comes as the final step in manufacture after grinding, blending, mixing and tinting. Clear materials are filtered through paper and cloth filters under extreme pressure. Colored materials are clarified by the use of the centrifuge, in several different types.

Small Batch Manufacturing. The blending and tinting of small batches requires a technique of its own. All orders for five gallons or less, of special materials, are produced in this Small Batch Department. Since small batches are extremely costly, but must be produced frequently, Stanley has developed special equipment to handle such batches in the most efficient and economical manner.

Applications

Coatings for Metal. It is obvious even to the uninitiated that there is a vast difference between a finishing material for a typewriter and one for collapsible tubes. This contrast promptly suggests the innumerable articles fabricated from metal which require finishing materials of widely varying types. There is a correct type of coating for every metal product.

Coatings for Rubber. It is probable that your gaiters or rubbers have been sprayed or dip-finished with a Stanley Clear Lacquer, since Stanley pioneered in the development and use of lacquer coatings for rubber footwear and other rubber products. In recent years, rubber footwear has been beautifully styled. Stanley Lacquers have played their part in producing dry-flexible, non-marring finishes, with leather-like feel and appearance, making it possible to produce rubber footwear that is as beautiful and distinctive as leather footwear.

These coatings for rubber must also be specifically developed for each application. The adhesion, flexibility and dryness as well as the durability are definitely related to the rubber compound itself, making it necessary in most instances, to develop a coating for a particular rubber compound. Some lacquers are designed for application to rubber before cure—some

to be cured with the rubber—while others are of the after-cure type. Clear coatings for footwear are produced with varying degrees of lustre, from high gloss to flat, to meet the desires of any customers.

In addition to footwear lacquers, Stanley produces and serves the rubber trade with colored and clear coatings of every description, for the finishing of rubberized fabrics such as leatherette, truck and seat cushion materials, football and hand bag fabrics, and an unlimited range of rubberized products for the shoe industries.

In order to completely serve the rubber industry, Stanley also produces clear and colored coatings for spray or dip application to rubber balls, sponge and gas-filled, of every type, size and style. The company also produces coatings for molded rubber products, such as grommets, steering wheels and other rubber automotive parts, hot-water bottles, syringe-bulbs, golf balls, fender flaps, and hundreds of other commonly used rubber products.

Coatings for Wood. A moment's reflection will call to mind innumerable manufactured products made of wood—in part or in whole—which require a finish coating of one type or another. These wooden products are of a great variety, ranging from the most exquisite dining or bedroom suites to golf tees, or from grand pianos to pencils.

The use of air-drying lacquers and fast drying clear synthetics have today taken their logical places along with varnishes, for the production of clear coatings for wood. Stanley produces a wide range of specialized coatings for wood, in clear and every conceivable color, to meet the most exacting demands.

Wood finishing presents many problems which, while different from those of metal finishing, are nevertheless as numerous, or possibly more so. The kind of wood, its grade, its moisture content, the condition of its surface, and many other such factors definitely influence the quality of the result obtained. It is an axiom in the finishing industry, that a finish is no better than the surface on which it is applied. The cost of material and the labor involved in the finishing of wooden articles represents such a large proportion of the total cost of producing those articles, that maximum

(Continued on page 22)

THIS FOREMAN TRAINING BUSINESS

By G. O. FRAMPTON

PART III

Editor's Note. This is the third section in a continuing story outlining the factors involved in training foremen and the methods employed by the author in training some 6,000 foremen. Mr. Frampton, founder of the George Frampton Service, has written numerous courses of study for the training of foremen as well as personally conducting classes. His most recent classes were conducted last fall and winter under the auspices of the New Haven Foremen's Club. He is now preparing additional courses for wider scale application this fall.

LATER he finds that he can sell all the ladders he can manufacture if he appoints agents in various places not far from his plant. He can get all the raw material he needs and can secure all the workers he may have to employ, but he does not have enough savings to carry on his business in this larger volume.

A friend of his may tell him that he wants some place to invest some of his savings at a fair rate of pay for their use. We call it interest or dividends. He accepts the offer of his friend and the square changes again. He must add a share to pay for the use of the savings of his friend.

He adds a share for the use of the invested savings of his friend and his price is now made up of the following seven shares:

1. A share for his own living expenses.
2. A share for the cost of raw material.
3. A share for replacing his equipment.
4. A share for taxes to his government.
5. A share for the profits he wants.
6. A share for his helpers or workers.
7. A share for the use of the savings investment.

The total of these seven shares is now the price to the next customer.

His business grows to such an extent that he needs others to help him manage it. He secures such help and his square changes again. The price to the next customer will thus consist of eight shares, for he has to add a share to pay those who help him manage the business. His price is the total of the following:

1. A share for his own living expenses.
2. A share for the cost of raw material.
3. A share for replacing his equipment.



G. O. FRAMPTON

4. A share for taxes to his government.
5. A share for his own profits.
6. A share for the workers or helpers.
7. A share for the use of the savings investment.
8. A share for those who help manage.

Most of the things we buy today are priced by the eight share method. Of course, these shares are broken down and distributed in many ways in the modern system of cost accounting.

However, if the man or his family, or his descendants are still owners of the business, after many years of trials, errors, losses and successes, we call it a "locally owned concern" whether it had been incorporated or is still a "family affair", so long as it is locally owned and dominated. Many of these concerns are often a very fine com-

munity asset and influence, giving work to many people who reside in or near that community, and a large number of whom have become home owners through their earning and saving from their employment by these companies, and in some cases, investments from their earnings.

Some of the workers in these plants have invested in their stocks when they were re-organized or expanded and have an income over and above their earnings. Some have become officers in them, and help by assuming some of the responsibilities of management. These concerns have grown through their policies of giving the customer a square deal and have passed on to the customer a share of the economies from improved designs, better methods of production, and lowered costs through simplification, increased production and lower overheads.

This was a sound business policy for the reason that the customer supports all the other units in the square of industry and, without customers, there would not be any industry or commerce. Prosperity can continue only so long as the workers unit, the invested savings unit, and the management unit are working in this square, making products the customer needs, buys, wears out, or destroys, over and over again, and for which he can afford to pay the price he is asked to pay.

When the customer is charged for a product "all that the traffic will bear" he does not buy, and when he does not buy, his support of the square is withdrawn and industry slows down. If the quantity buying or purchasing slows too much, we have a business depression. It can easily be seen that anything which disturbs the customer, throws the square of industry out of balance.

Let us see how the square can be disturbed from within itself. For example, suppose the worker is producing 100 articles for which he received \$3.00; that is at the rate of 3¢ per unit. If he arbitrarily demands \$6.00 and does not make 200 units for the six, he will raise the price per unit on the customer.

The worker is a customer. Therefore, he raises the price on himself. The square of industry has been thrown out of balance by the pull of the workers unit.

If the saving investor is receiving 6% and he arbitrarily demands 12%, he will raise the price on the customer per unit if the machinery and equipment, which represents his part of service in production, cannot be speeded to make 200 instead of 100 units. The savings investment unit is the customer, therefore it raises the price on itself. The square of industry has been thrown out of balance by the pull of the savings unit.

If the management unit is receiving \$5,000 per year and it arbitrarily demands \$10,000, it will raise the price on the customer if its ability cannot be increased enough to make 200 units instead of 100 as before. The management unit is the customer; therefore, it raises the price on itself. The square of industry is thrown out of balance by the pull of the management unit.

It takes but little thought to know, from the foregoing, that if any unit takes out more than it is at present receiving, it will throw the square out of balance unless it puts in a corresponding value for what it takes out.

This is the very thing that has made the customer the original "Forgotten man". Every unit has been taking out and "shooting the price up" on the customer until John Q. Customer has been drained dry.

If we expect to keep away from depressions, repressions and what have you, we will have to reverse this practice, get together and all put into the industrial square sufficient energy to enable all of us as customers to buy and use what we all make.

The important question is not, what can the workers unit get out of the square; not what can the savings unit get out of it; not what can the management unit get out, but what can they all put in to produce what we all, as customers, can afford to buy and pay for? When this problem is solved, most of the problems of human relations will begin to solve themselves.

These are the natural laws which govern human relations. The unit which breaks these laws by "getting all it can when the getting is good" out of the square, just raises the price to the customer. Since we are all customers, it raises the price on itself.

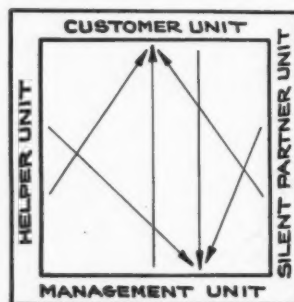
When we all understand this true square of industry we shall all know

that for everything taken out of the square, there must be a corresponding something put into it.

The Fundamentals of Industrial Leadership

Here the foreman learns the price to be paid for leadership among his fellowmen. It is a very important matter for any man to learn that there is a real price to be paid for leadership. This is a real morale builder. It is a very important angle in foreman training.

We charted the "Price of Leadership" founded on the premise that any "old dub" can live the average life, but that there are certain fundamentals—eleven according to our chart—that if known and followed, will automatically lift a man out and above the average behavior of men.



SQUARE of Industry

Here then, is the price of leadership. The man who could and would pay the price, attained it. No, not visionary things, just plain cold facts that every intelligent foreman could see. Facts that they could not get away from.

The Fundamentals of Planning a Successful Life

Here the foreman learns that a life is planned with its minor sub-assemblies and its major ones, as well as its final assembly in much the same manner as the final assembly in the department, or the entire plant.

We charted the aims of life, the things necessary to obtain these aims, and the method by which they are sustained as each aim is added. We also charted what is necessary in ability and right action in order to build each type of life.

We developed a formula to illustrate that we all pay for supervision, and that our growth and success are proportionate to our own ability to

work ourselves out of supervision on each level and thus step up onto the next one. This made a man think of the amount of initiative he had, and how he could develop more. It measured his value to himself and to his company.

When men of the executive rank study themselves and other men—consciously and unbiased—there is usually a positive development for the good of all concerned.

The Fundamentals that Govern Right Thinking

Here the foreman or supervisor learns to do most of his thinking in principles. It gives him the method by which a larger mental grasp on things is attained. This is not a simple matter. It is one of the bits of life-long training that a foreman must decide to do. It is one of his life works.

We charted the channels through which the real impressions from life must come. We charted the importance of setting up an inspection department in our mind that should have standards up to which an impression must measure before we allowed it to become part of our mental stock. This prevented him from going off on a mental bias.

It showed a real intellect is built of impressions—properly processed by thinking them through to the end and forming a judgment from them. That, if they have not been properly processed, the conclusions from them are superficial, or "snap judgments" and are consequently dangerous.

This is the method by which men learn to go to the principle of anything, and come out of their thinking, either master of that principle, knowing it is useful, or having rejected it as superficial and dangerous.

The Fundamentals for Building a Stronger Personality

Here the foreman learns how to keep his "shortcomings" in the rear, and how to bring his "long suits" out in the foreground. It helps him to sell his best qualities to his fellowmen and to get better self-control as well as the respect of his men.

We charted the fact that a strong personality is builded upon the correct balance of feelings and actions. Then, we analyzed the source from which feeling springs and the sources of action so that men could study and exercise control over both. This made a bid for more balance and poise.

The Fundamentals of Accumulated Habits

Here he learned that most of life and its actions are the result of accumulated habits which unconsciously color all our impressions.

We charted the sources of habits. This taught us that these habits, if uncontrolled, rule our thoughts and actions. It also taught that if we are to successfully manage men, we must control our thoughts, actions and habits.

To do this, it is sometimes necessary to build an entire new set of habits; entirely different, stronger and better than the old lifelong habits. This is not an easy task. Yet, it can be done.

If these things are charted and written properly—in his own language—and illustrated in his own daily life, so that he senses their real relationship to his life, work and growth, it is possible to teach many men how to make over their lives.

The larger their lives at the beginning, the greater the proportionate benefits to be derived.

Not a Kindergarten Work

Is this then a kindergarten work that can be done by anyone who is quick at repartee or is it a larger, more intricate job, with close limits, that only an experienced leader can be trusted to do?

Can we pick one or two men from a group, and without a real training, prepare them to do this all-important work? Or will an amateur at it be liable to tear down—in twenty minutes—a good morale that it has taken twenty years to build up?

Here is a serious angle to this training problem that must be carefully considered and thought through to the end before this training is begun—not after the morale has been "shot."

To do this work properly, one must keep continually before him the dual objective—that all training must be based upon the very fundamentals that will develop a foreman soundly, and it must be a larger development that he can apply in his work.

The Larger Safe Company Growth

The company is in business to make men—to make money—and to grow. The foreman is there to make men—to make money—and to grow. If this be true, and it is true when we face it frankly, we have a very definite objective in foreman training. That objective is to so train a foreman that

he can help the company grow—thus advancing himself and his crew.

Therefore, anything that will not help the company grow, and advance its employees should never go into a foreman training program. Let us repeat this, if necessary.

The Foreman's Growth

Let us analyze further the fundamentals upon which a foreman's growth depends.

There are certain definite fundamentals that underlie what a foreman must know and do to be a real executive. They apply to his job, his men, his home, and himself.

These fundamentals are definite, separate, yet dependent. They can be isolated for analysis and study. Few men know them. Yet, they can be taught to any mentally alert man who has the proper attitude toward life.

In fact, this proper mental attitude will cause him to seek these fundamentals, consciously or unconsciously, depending, of course, upon his desires, ability, intelligence and ambition.

The only way to make a man a better executive is to give him a larger picture of what executive ability really is, then place within his reach the means of developing that larger executive ability.

What is executive ability? We think it is the unusual power to direct three kinds of energy properly. These three kinds of energy are: mental energy—physical energy and mechanical energy.

If our premise as to what executive ability really consists of, is true, then it would be good procedure to have one part of our program train a foreman in the essentials that make up these activities. He will never be able to supervise them properly unless he knows these essentials.

Let us then found our course for his personal growth upon the principles that will give him a knowledge of the fundamentals of mental energy—physical energy and mechanical energy.

Fitting the Foreman into this Picture

Now, how does the foreman fit into this industrial picture? He fits in by doing his work. Let us then include in his program of development such elements as will train him to do his work in a larger way. Let us break down his job into its lesser component parts. This will give us a better background on which to base our

training elements. There are nine major angles to the foreman's work, as follows:

- A—He must know his equipment so that he can get the maximum amount of production without undue wear and tear on it.
- B—He must work his floor space so that his flow of raw, semi-finished and finished material is timely and economic.
- C—He must handle material in such a manner that he receives material of the proper previous processing; in the best manner—routes it properly—processes it correctly—stores it conveniently in progress—and disposes of it quickly after processing it.
- D—He must utilize power so that he uses what he needs—has always enough available—but does not waste it.
- E—He must supervise and inspect men—machines—tools—operations—materials—safety devices, etc. This is the job of an executive.
- F—He must handle records so that he knows at all times what is planned ahead—what is coming up—what he is doing—what he has done—and what disposition he has made of his processed material.
- G—He must take care of safety and welfare in such a manner that he helps guard the lives and health of his crew.
- H—He must manage himself so that, while he is constantly in action, he keeps enough reserve back to keep him well balanced and poised at all times.
- I—He must handle men so that his department turns out a fair day's work—at a fair day's pay—with a fair day's overhead.

Value of Program

In order to train him for his job, it would be necessary to build up a part of the data that would cover the foregoing nine major angles. This is part of the chart before referred to under "The fundamentals that underlie real executive ability."

Few men know the instruction value of a piece of data. For that reason, the assembly of material to go into a foreman training program can be done only by one who knows exactly what should be accomplished by that training—what it takes of teachable data as text matter to lay it before

(Continued on page 26)



ARCHITECT'S drawing of the new plant now being erected in Danielson for V. LaRosa and Sons, Inc., largest macaroni manufacturers in this country. Leo F. Caproni of New Haven and Frank S. Parker of New York were the architects.

MACARONI COMPANY EXPANDS

V. LaROSA & SONS, INC., Leading Manufacturers of Macaroni, Building Model Plant in Danielson

Editor's Note. Eastern Connecticut is "on the move" toward better economic conditions. Some eight new concerns will be employing well over 1,000 workers before the end of this year. V. LaRosa and Sons, Inc., is the first company of the new acquisitions to build an entirely new plant.

WHEN certain foods are mentioned, they bring to mind a country. Among many examples, are English roast beef—Chinese chop suey—Welsh rabbit—Russian caviar and, of course, Italian macaroni!

But "macaroni" has become, so to speak, thoroughly Americanized. Gone are the days when we had to buy imported goods: the largest macaroni plant is right here, in our own United States, doing an ever-increasing business under the name of V. LaRosa & Sons, Inc. of Brooklyn, N. Y.

Until now, all "LaRosa Grade A" Macaroni Products could be manufactured in a factory rising twelve stories high on the banks of the East River in Brooklyn, N. Y. Out of this factory the amazing amount of one million packages—each one containing

one pound of "LaRosa Grade A" Macaroni is distributed on the average every week. And yet, it is difficult to meet the ever-increasing demand of consumers. This is the reason why the House of LaRosa has started building a new plant in the town of Danielson, Conn.

The LaRosa Factory in Brooklyn is considered not only the largest one in the country, but also a model in modern equipment, in efficiency and sanitation. But the new factory rapidly rising in Danielson, will outshine even the main Brooklyn plant. In it, new and exclusive improvements will be employed; the result of many costly experiments and of practical experience acquired during a quarter of a century by the LaRosa brothers who own the business and personally supervise, in every detail, the manufacture of "LaRosa Grade A" Macaroni Products.

The making of "LaRosa Grade A" macaroni is not only a leading American industry, but it is also one of the most interesting. It's fascinating to see how this healthy, nourishing, wholesome food takes its final shape. It would be impossible to effectively describe it here, but a postal card addressed to "LaRosa, Brooklyn, N. Y." asking for a copy of an instructive booklet entitled "Macaroni from End to End" will bring this fascinating story to you. It is really a

delightful story told in pictures, of interest to everyone.

The building now being erected in Danielson by V. LaRosa & Sons will cover an area of approximately 500 by 85 feet. It will be two stories high and in some portions three stories and the construction will be beautiful and modern. It has been carefully planned and designed by Mr. Leo F. Caproni of New Haven, Conn. and by Mr. Frank S. Parker of New York City. The Fusco-Amatruda Co. of New Haven is the contracting company. This new LaRosa plant will have a capacity of production of 500,000 pounds of macaroni per week on a normal eight hour shift. It will give employment, directly and indirectly, to nearly two hundred and fifty people and it will be a distinct advantage to the State of Connecticut, particularly in view of the fact that it will soon operate in a section of the state where the exodus of the textile industry had left a depressed condition.

The fine cooperation of the Town of Danielson, various civic leaders, the Connecticut Light & Power Company, the New York, New Haven and Hartford Railroad, and the Manufacturers Association of Conn., Inc., aided materially in the decision of V. LaRosa & Sons to locate in Danielson, an ideal location for providing New England families with "LaRosa Grade A" macaroni products.

NEWS FORUM

Hollowbush Heads New Haven Accountants. Frederick F. Hollowbush, Cost Accountant, The Seamless Rubber Company, was recently elected president of the New Haven Chapter of the National Association of Cost Accountants. Mr. Hollowbush has served the chapter for several years as a director, secretary, treasurer and vice president.

Other officers elected at the N.A.C.A.'s last meeting were: vice president, Carl A. Stephen; vice president, Edward A. Wall; treasurer, Francis H. Hall; secretary, Vincent P. Smith; Assistant Secretary, Lawrence K. Burwell; directors, Elson P. Dolliver, Walter B. McFarland, John M. Ivory, Joseph H. Rafford, Hallet B. Schenck, Leonard W. Cole and John C. McNab.

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Ellmore Silver Acquires Two Companies. The Ellmore Silver Company of Meriden has just recently merged with it the Frank M. Whiting Company and the G. H. French Company, both of North Attleboro, Mass., and has been moving for some time past much of the equipment and dies into its recently enlarged facilities at Meriden.

Prior to this new acquisition, the Ellmore Silver Company, organized five years ago, had been occupying only a small portion of a plant in Meriden, but upon acquisition of these plants it purchased the entire building in which it had been housed. The plant is now being enlarged and remodeled to make room for the thousands of dies and additional equipment.

Frank M. Whiting Company, one of the acquisitions, was a famous silversmithing organization, with over

a century of manufacturing behind it. G. H. French and Company is also well known for its sterling novelty line.

I. A. Lipman, president; W. H. Pihlcrantz, vice president; and Charles Baldwin, treasurer of the new organization, stated that in keeping with the greater production facilities made available through the purchase of the plant they had been leasing, the Ellmore sales organization will be expanded in all sections of the country.

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Davis Named General Manager of Raybestos. Sumner Simpson, president of the Raybestos-Manhattan, Inc., Bridgeport, recently announced the appointment of Robert B. Davis of Bridgeport, as general manager of the Raybestos Division at Stratford. Mr. Davis will succeed the late Morton F. Judd.

Joining the Raybestos Company as a salesman in the New York area in 1915, Mr. Davis was later advanced as sales manager in 1923. Ten years later, after the merger of the Raybestos Company with the Manhattan Rubber Company, he was appointed general sales manager in charge of both factory equipment and replacement sales.

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Zapon Develops New Finish. The Zapon Division, Atlas Powder Company, located at Stamford, has recently developed a new finish for wood which is said to replace three coats with one. H. T. A. Zaponite, the new finish, is said to require but one-fourth the time for complete finishing compared with previous methods, and is expected to have a far-reaching effect on present day wood finishing.

Colt's Dismisses Aliens. All aliens in the machine gun division of Colt's Patent Fire Arms Manufacturing Company were dismissed at the end of the week of July 2. When asked to comment on whether or not the discharge of the men was in connection with the work on government contracts, President Samuel M. Stone replied that it was believed "unwise" to keep men not citizens of the United States in the machine gun division of the company.

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Mead Quits Aircraft. George J. Mead, one of the founders of the Pratt and Whitney Aircraft Company, recently resigned as a director and member of the executive committee of the United Aircraft Corporation. Up to last March, Mr. Mead had been vice president and chief engineer when he declined to accept reelection to the post. Mr. Mead's refusal to serve in these posts as well as his resignation as a director and member of the executive committee, is said to have been predicated on differences of opinion with other management members on policy matters.

Mr. Mead is one of the best known engineers in the aviation world. After his graduation from MIT he became associated with the Sterling Engine Company of Buffalo, New York in 1916 as an experimental engineer, and later the same year joined the Wright Martin Aircraft Corporation. In 1919 he became engineer in charge of power plant laboratories for the United States Air Service at Dayton, Ohio.

From 1920 to 1925 he was chief engineer of the Wright Aeronautical Corporation, a position from which he resigned in 1925 to become vice president of the Pratt and Whitney



"After Going Through

our paper mill and box factory, a visitor wrote: "I used to think that a folding paper box was something that just grew, like Topsy. Merely a wrapper or container for goods. Not important enough to waste much time over.

"I've changed my mind. ROBERTSON boxes are SALESMEN for what they contain. And I can't imagine more painstaking care being put into anything than you folks put into a paper box."

**ROBERTSON
PAPER BOX COMPANY**
MONTVILLE, CONN.
NEW YORK OFFICE
420 HICKSON
AVENUE

Aircraft Company. Later he was made a member of the executive committee and chairman of the technical advisory committee of the United Aircraft and Transport Corporation, and in 1935 was made vice president and chief engineer of the United Aircraft Corporation, a post he held until declining reelection last spring.

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Death of Henry F. Brainard. Henry Fisk Brainard, 67, of 249 Collins Street, Hartford, director of branches for the Hartford district of the Royal Typewriter Company, died Sunday night, June 18 at his home after a five weeks' illness.

He had served since 1916 as sales manager of the Hartford branch, and several years ago was named district manager for the Hartford district in which post he supervised sales activities in all of Connecticut and western Massachusetts.

Mr. Brainard joined the Royal in 1914 in a sales capacity at the local Hartford office, but was promoted the same year to the managership of the Waterbury office. He spent most of his business career in Hartford, having been previously engaged in the encyclopedia sales business with his father.

He was born in Haddam Neck November 19, 1871, son of the late Henry Lawrence Brainard and Adeline Gillette Brainard.

He was a member of St. John's Lodge, A. F. & M. and the United Commercial Travelers.

He leaves a son, Wilson Gillette Brainard of Hartford; a daughter, Mrs. Charles B. Cook, Jr.; a granddaughter, Roxanne Cook, both of West Hartford; three brothers, Harvey G. Brainard of Haddam Neck, Addison G. Brainard of Hartford, vice president of the Hartford National Bank, and David E. Brainard of Chicago, Illinois, and several nieces and nephews.

The funeral was held Tuesday, June 20 at 1:30 p. m. at the James T. Pratt Company Chapel at 71 Farmington Avenue. Rev. Charles Graves of the Unitarian Meeting House officiated. Burial was made in South Coventry.

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Council Speaker Warns on Trade Barriers. Speaking at the two-day quarterly conference of the New England Council held at York Harbor, Maine, June 23 and 24, Dr. George R. Taylor, senior economist of the United

States Department of Agriculture and a faculty member at Amherst College, declared: "Should the present trend toward the erection of state tariffs continue, New England's economy will be seriously threatened. The leaders of New England agriculture and industry will do well seriously to study this problem. They should be alert to oppose any legislation by any New England state which may promote a state tariff game that no section, and least of all, New England, can afford to play."

Dr. Taylor pointed out that New England "could suffer no greater blow to its economic life than to have closed to it the markets in other states which take its potatoes, maple sugar, shoes, textiles, machinery and other products." He also cautioned against "harmless-appearing legislation, seemingly designed to produce revenue, to provide safety on the highways, or to protect public health." Such laws, he said, could result in erecting what would amount to tariff barriers between the states.

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Silex Votes Extra Dividend. Silex Company directors recently declared an extra dividend of 5 cents a share and the regular quarterly of 25 cents a share, payable on August 10 to stockholders of record July 31.

Net profits for the first six months, after taxes, depreciation and all other charges, amounted to \$160,679, or approximately 75 cents a share compared with \$158,755 the first half of 1938.

Due to the introduction of the Silex spray tea maker and other new items which were in limited production in June, sales in June were 28 percent ahead of June 1938. July sales are expected to be 50 percent ahead of the same month last year.

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Folding Box Veterans Honored. George W. Mabee, president and treasurer of the National Folding Box Company, New Haven, recently presented special awards to 77 company employees who had served the company 25 years or more. Gold emblem pins and buttons bearing the company trademark were presented for 25 years' service, and a star for each five years' additional service.

The following seven men were among the 77 receiving awards, each having served the company 50 years or more: August Meyer, Frank Devlin, Frederick Klaus, Thomas Don-

nelly, John Armour, Richard Spitzner, and Daniel Degnan.

★ ★ ★

Joseph Merrow Honored. Joseph M. Merrow, president of the Merrow Machine Company, was honored on the occasion of his 91st birthday by a party held for him on the lawn of Clayton R. Burt, president of Niles-Bement-Pond Company, Hunter Drive, West Hartford, Monday afternoon, June 26. Mr. Merrow reached the age of 91 the previous Saturday, June 24.

Acting as chef for the occasion, Mr. Burt tended the charcoal fire in the open fireplace and personally roasted steaks for Mr. Merrow's many friends and business associates. Following the steak roast, Mr. Burt presented Mr. Merrow with a large basket of flowers in behalf of the guests.

Those present included many of the leading manufacturing executives in the Hartford area as follows: Graham H. Anthony, Newton C. Brainard, Charles L. Campbell, H. Bissell Carey, Howell Cheney, Dexter D. Coffin, Frederick U. Conard, Charles B. Cook, John R. Cook, Sidney E. Cornelius, Samuel Ferguson, Philip B. Gale, James L. Goodwin, Ralph K. Kennerton, Mitchell S. Little, George A. Long, Charles D. Rice, Lucius Rosister, Robert H. Schutz, Samuel M. Stone, Charles L. Taylor, James A. Taylor, Charles L. Tolles, Samuel P. Williams, and Eugene E. Wilson.

★ ★ ★

Pickering Report Shows Need for Machines. In the recently published analytical report of the theory of technological unemployment prepared by Allen W. Rucker, business economist of Boston, and N. W. Pickering, president of the Farrel-Birmingham Company, Ansonia, the authors claim that "to provide even the standard of living of 1929 we have neither the mechanical equipment in place nor the skilled labor supply necessary." This analysis has just been published in booklet form under the title "Machinery's Part in Future Social Progress," by Farrel-Birmingham Company, Inc., of Ansonia.

The authors say that as there is "always sufficient shifting and displacement of labor due to technological change to lend some color to the theory of machine-caused unemployment, it is natural for individuals affected to conclude from their limited observations that the machine causes economic unemployment. Actually,

displacement of labor at the point of machine use is more than counterbalanced by the addition of labor at the point of machine construction, transportation, installation, maintenance, and replacement, as well as at the point of production of added buildings and power necessary. Thus the percentage of population employed continues to rise and would rise faster were restrictions upon industry removed or modified."

The authors point out that in 1880 only 5.46% of the population was gainfully employed; if that percentage prevailed in recent years, employment would have been less than it was by some one and one-half million jobs. Listing nine fallacies in the reasoning of the advocates of technological restriction, Messrs. Rucker and Pickering emphasize that in reality upwards of eight to ten man-years of labor in machine construction are required to provide a production tool for one man—and it is rare that the labor saved in production exceeds the labor expended in machine construction in a shorter space than two to three years. The authors reason that the production of machinery is constantly creating a net increase in employment rather than a net reduction and the rising percentage of total population employed bears out that conclusion.

This report on the economic contribution of machinery calls attention to the fundamental desires of the American people, viz.:

"Deeply rooted in the national character are certain basic concepts which mark us as pioneers in the progress of civilization. These are, in broad terms:

"1. That it is right and desirable to have and rear children and that the national population should increase;

"2. That it is right and desirable that the standard of living be steadily improved, and hence that the national income should be continuously enlarged at a more rapid rate than the growth of population;

"3. That it is right and desirable that social gains should be made in the elimination of child-labor, in the broadening of education, in the increase of time free from toil for cultural improvement and in relief of labor from arduous, hazardous and emotionally unsatisfactory occupation.

"From the standpoint of these fundamental concepts we are sadly under-mechanized. We are unable to maintain our rate of population growth

while improving the standard of living and enlarging social gains. For the want of adequate mechanization and a sounder philosophy of political economy, we are compelled to sacrifice population growth and the standard of living for social gains at one time, and, at another, to yield something from population growth and social gain for the sake of the standard of living. At no period in our history have we succeeded in a balanced advance in all three respects. We have not made anything like the technological advances necessary to that end. If we are to do so, we must correct not only a reactionary politico-economic philosophy but achieve also a new degree of mechanization as yet scarcely visioned."

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Meriden G. E. to Increase Employment. The General Laminated Products, Inc. of New York City, recently purchased by the General Electric Company, has just been moved to Meriden where it is being incorporated with the General Electric Plastics Division. It is expected that anywhere from 50 to 75 additional workers will be employed on account of this move. The Meriden plant will take over the fabrication of General Electric's "Textolite" products, which is the stamping out of small products from "Textolite."

For the past six years, General Laminated Products, Inc., has been distributor and fabricator of General Electric Company's "Textolite" laminated materials. Under the new arrangement, General Electric will service its customers in the East from the Meriden plant, while General Laminated Products, Inc., of Chicago, Illinois will continue to fabricate and distribute laminated products in the Middle West.

It is also understood that General Electric will take over the General Laminated Products, Inc., facilities for punching and fabricating fibre parts.

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New Book Describes State Government Set-up. A new book entitled "The Outline of Structural Organization of the State and Local Government of Connecticut" prepared by the Professional and Service Division of WPA, in cooperation with the Institute of Women's Professional Relations, has just been completed. The book containing 431 pages, amply illustrated by charts, gives a complete account of the work done in public service positions in Connecticut and

the requirements for such work.

Mayors, first selectmen, judges, health officers, jury commissioners and voters can learn whether they must be lawyers, doctors, or just citizens, whether they must pass civil service examinations or become elected before holding an office in the state or local government. This information is one phase of a study of public employment. It gives the work done in public service positions and the requirements by way of education, training, experience, personal qualifications required and desirable in office-holders. Among the many interesting informative parts of the book is a section devoted to the legislative branch, another to the executive, one to selection of the personnel of state employment, finance, public works, conservation, etc.

The data were compiled from the General Statutes and from the Special Laws of Connecticut by project workers. Interviewing was done by members of the staff of the Institute of Women's Professional Relations of Connecticut College. Both the Rockefeller Foundation and Connecticut College provided funds for interviewing and special supervision. Mrs. Chase Going Woodhouse of Connecticut College was director of the survey.

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Edward Ingraham to Serve Junior Republic. Edward Ingraham, president of The E. Ingraham Company, clock and watch makers and builders of radio cabinets, of Bristol, was just recently elected a trustee of the Junior Republic in Litchfield to serve the unexpired term of Mrs. Charles G. Kerley of Sharon. Mr. Ingraham has been acquainted with the program of vocational and citizenship training at the Republic for many years, and it is through his efforts that many residents of Bristol have become interested in the program.

★ ★ ★

Arrowhead Factory Sold. The manufacturing plant of the Arrowhead Tool Corporation, together with all machinery, tools and equipment, which for the last six years has operated the former Jennings and Griffin plant in Tracy (near Meriden) was sold in June to Arthur C. Preston of Wilbraham, Massachusetts. Some seven houses purchased by the Arrowhead Tool Corporation in the bankrupt company were not involved in the transaction.

It was understood that Mr. Preston who is familiar with the plant, having rented a portion of the building during the past few years to produce his own products, would continue production along the same lines except on an expanded scale.

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Reeves Made Treasurer of International. Herbert J. Reeves, assistant treasurer and controller of International Silver Company since 1930, was advanced on June 28 by the board of directors to the office of treasurer, according to an announcement by Roy C. Wilcox, Executive Vice President. Mr. Wilcox also announced that George L. Stringer, credit manager since 1935, had been appointed assistant treasurer and controller.

Mr. Reeves' election as treasurer followed the acceptance by the board of directors of the resignation of George H. Yeamans of Meriden, who had been treasurer for the past 22 years and had been affiliated with the corporation for 61½ years.

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Rubber Workers to Get \$88,000 in Vacation Pay. Workers in the U. S. Rubber Company at Naugatuck, received the largest vacation pay ever distributed, or \$88,000, on June 26. The recently broadened vacation policy included the payment of 2 per cent of earnings to all employees who have actually worked for at least a year and who worked 13 weeks or more between June 1, 1938 and June 1, 1939.

In a bulletin to the operators the management stated that it hoped that efficient operations will continue to make possible vacation checks and that all employees will have a most enjoyable vacation.

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American Brass Starts Flood Control Project. The American Brass Company began on July 8 an extensive flood control project at the Kinneytown dam, near Ansonia, involving an interlocking steel piling from the east end of the dam to the railroad tracks and a 48 inch outlet, with control valve, through the earth bank.

A huge electrically operated shovel which has been equipped with a compressed air hammer is being used to drive the 25 foot interlocking steel piles into the mound of earth that runs for 200 feet from the east end

of the dam to the railroad tracks, thus forming a solid wall of steel, two feet higher than the top of the dam. American Brass engineers feel certain that this precaution will prevent any recurrence of the danger which was felt during the last flood when the water began to trickle over the earthen embankment east of the dam. The new 48 inch outlet, with a control valve, will provide a means of reducing the pressure on the dam in time of flood and prevent any further danger of a break which might pour tons of water down the Naugatuck Valley.

★ ★ ★

Plantsville Cannery Expands. After just one year of operation in a small space leased at the Lewis and Scott Company's plant in Plantsville, the F. & F. Soup Company has entered upon a program of enlargement which will make the enterprise one of the town's leading industries.

The F. & F. Soup Company was formed by father and son, Isaac R. Fish and Alfred W. Fish, both experienced chefs and professional cooks. The elder Fish was once engaged as chef at Hotel Knickerbocker, Café Boulevard and the Victoria Hotel in New York City while the son was for several years engaged at Hotel Commodore and the Union League Club, also of New York City. Isaac R. Fish is a native of Switzerland and is using all Swiss formulas for the manufacture of 17 varieties of soup.

At the start of production a year ago all cooking was done in small hand retorts with a hand operated machine used for closing, and had only capacity of 100 cans per day. However, with manufacturing space tripled and installation of modern machinery and methods, the company can produce up to 10,000 cans per day.

Despite the fact that there are few canneries located in this section of the country, Mr. Fish reports that their experience proves that it is an excellent territory for such a venture, because of the availability of all materials used in their soups from nearby farms. All of the factory output is sold to hotels, stores and jobbers.

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Bridgeport Brass Gets Large Contract. Bridgeport Brass Company just recently started on a new schedule as the result of a contract awarded on July 7th by the United States Navy Department calling for the production of 145,000 cartridge casings

for five-inch guns, according to an announcement made in the July 8th issue of the Bridgeport Post.

★ ★ ★

Williams Takes Vice Presidency of General Phonograph. Wade W. Williams resigned his position early in July with the Lowell Needle Company, Inc., of Putnam to become vice president in charge of sales for the General Phonograph Manufacturing Company, Inc., also of Putnam. Mr. Williams will be associated with John M. Dean, Jr., who will continue as vice president in charge of manufacturing for General Phonograph.

Employed by Lowell Needle Company for the past twelve years, Mr. Williams previously operated his own needle manufacturing business in Providence, R. I., before coming to Putnam. He is vice president of the Putnam Chamber of Commerce, and has served as chairman of the Chamber's special flood control committee which recently succeeded in obtaining a \$20,000 grant from the state for dredging the Quinebaug River.

★ ★ ★

Death of Charles R. Riley. Charles R. Riley, 64, vice president of the Horton Manufacturing Company, died at Bristol hospital, Saturday night, June 17, after being admitted early that afternoon. He had been in failing health during the past several years but death came unexpectedly.

A resident of Bristol since 1895, he was active in the city's industrial, civic and fraternal affairs. After being employed as a clerk by the E. Ingraham Company and the New Departure Manufacturing Company, he became affiliated with the Horton Manufacturing Company, manufacturers of golf clubs and fishing rods in the summer of 1906.

He was made general manager of the plant in 1911 and has been vice president of the company for more than 20 years. Although he relinquished his position as general manager ten years ago because of failing health, he visited his office daily up until the week before he died. Besides being a director of the company, he was also a director of the defunct National Marine Lamp Company.

In politics he was a Republican, having served on the town committee for a number of years, being secretary of that committee for 25 years. He also served one term on the City Council and was a member of the Board of Assessors some 30 years ago. He was

also president of the Bristol Council of Boy Scouts for 12 years and one of the few men in Bristol to be awarded the Scout silver beaver badge, the highest award in scouting. For 14 years, or since the organization of the Bristol Community Chest in 1922, he acted as secretary.

In the Masonic order he held the 32nd degree and was a member of the Shriners and the Knights Templar. He was also a member of the First Congregational Church, a charter member of the Bristol Lodge of Elks, a member of the Chippabee Country Club and the Explorers Club of New York City.

Funeral services for Mr. Riley were held at the Carlyle Fuller Barnes Memorial Chapel at 2 p. m., June 20th with Rev. Dr. Francis T. Cooke, pastor of the First Congregational Church officiating. Burial was made in West Cemetery.

★ ★ ★

Metropolitan Booklet Tells How to Inform Employees. The Policyholders Service Bureau of the Metropolitan Life Insurance Company has just recently released a report entitled "More Information for Employees Regarding Their Company" which reaches the conclusion that better company relations with the public and within the company usually result when employees are reliably and regularly informed concerning their company's general plans, policies and problems.

A highlight of the study shows the increasing attention being given to finding what employees want to know about their company and the questions being used to discover their wants in this direction. It also includes an analysis of the contents of various media used to reach employees showing more than 100 different subjects and answers to the question "What are companies telling their employees?" A considerable portion of the report is taken up with descriptions of various types of media used for informing employees, the extent of their use, their relative merits and the conditions under which each seems best suited.

Copies of this report are available either upon request of the Association or direct from the Policyholders Service Bureau, Metropolitan Life Insurance Company, One Madison Ave., New York.

★ ★ ★

Seth Thomas Issues First House Organ. Although Seth Thomas Clock

Company is over 125 years old, it issued its first house organ entitled "Tick Talk" Tuesday, June 27 with J. Dwight Perley, personnel manager, as editor.

The decision of the management to start this "now-and-then" publication was predicated on a growing need, felt for several years, for some means of communicating to its employees news items and announcements of interest to members of the organization. An even more recent urge has been the need for some method of reporting activities of the company's safety, athletic and social organizations and their committees that are making known the plans, activities and news of the various employees' functions through making company announcements and official notices.

In the first issue the editor frankly explains that the publication is more or less in the nature of an experiment in attempting to find the best method of distributing news of things in which employees are interested. He explains that "Tick-Talk" is an employees' paper and that they are primarily responsible for its contents. At the start there were seven reporters named, being chosen from each floor in the plant.

The first issue contains four pages, and among other things reports on the various employees' organizations.

CONNECTICUT INDUSTRY salutes "Tick Talk" as a worthy effort toward a splendid objective!

★ ★ ★

Bristo Products to be Displayed at Machine Tool Show. The unusual strength of Bristo Socket Screws will be demonstrated at The Bristol Company's booth during the 1939 Machine Tool Show.

By means of a large model it will be shown how the design of the Bristo Multiple Spline Socket assures a turning force from the wrench in the direction of rotation—with no tendency to split or mutilate the socket.

Several important features of Bristo Socket Screws will be illustrated by means of application photographs and sample parts of machines using these screws.

★ ★ ★

Death of Morton F. Judd. Morton F. Judd, 53, an outstanding figure in the business and manufacturing world of Bridgeport, secretary, general manager and director of the Raybestos-Manhattan Inc., and vice president

and director of the Times Star Company died at his home in Stratford, June 28, following an illness of several months. He was also secretary and director of the Milford River Company.

Mr. Judd's rise to an outstanding position in the manufacturing and business field was an inspirational tribute to his business judgment, personal integrity and warm personality, which brought him many positions of honor and trust as well as a large host of friends. He was much sought after in a variety of fields, having served as a director of two Bridgeport banks, director of the Bridgeport Hospital and frequently consulted on civic affairs in Stratford where he had resided since 1910.

Born in New Britain, July 19, 1886, the son of the late Arthur and Clara Baker Judd, he moved to Meriden where he spent his youth and attended the public schools.

Mr. Judd's business career began shortly after his graduation from Yale in 1907, when he entered the employ of the Bullard Company and later the American Optical Company of Stockbridge, Massachusetts. He first became identified with the Raybestos Company in 1916 where he rose to the position of vice president and executive assistant to Sumner Simpson, president. With the merger of the Raybestos Company, Mr. Judd became secretary, general manager, and director of the Raybestos-Manhattan Inc.

Besides his official connection with the Raybestos-Manhattan Company, the Milford River Company and the Raybestos Company, Stratford, he was vice president and director of the General Asbestos Rubber division of North Charleston, S. C., and director of the Canadian-Raybestos Co., Ltd., Peterborough, Canada.

Mr. Judd was affiliated with numerous clubs in Bridgeport, throughout Connecticut and in New York. He was a mason and a member of the Christ Episcopal Church.

Many glowing tributes upon his death evidenced his sterling qualities of leadership and loyalty.

Besides his wife, Sarah Elizabeth Hirst, Mr. Judd leaves one son, Morton F. Judd, Jr.

★ ★ ★

McKesson Sales Surge Upwards. As a direct result of a whirlwind business trip to 26 cities in 21 states in less than a month by W. E. Dewell, vice president in charge of manufac-

turing, and Dr. A. L. Omohundro, director of laboratory research, business has increased sufficiently at McKesson and Robbins to restore a production at the plant in Fairfield from a four-day to a five-day 40-hour week. Company officials also expect further gains as the result of this good-will tour wherein Messrs. Dewell and Omohundro covered approximately 12,000 miles by air and rail contacting more than 1,000 representatives of the company's 67 divisions, who were in turn in contact with more than 30,000 druggists throughout the nation. During this whirlwind campaign the two executives addressed 26 regional sales meetings, featuring in their talks a friendship offer of gift packages of McKesson products which are furnished to a selected list of customers who buy a certain amount of products.

★ ★ ★

Dayville Mill Sold. Hopes than an industry would soon occupy the old Assawaga Mill in Dayville came nearer to realization over the week-end of June 15 and 16 when it was announced that the plant had been sold to an unnamed purchaser, reported to be a manufacturer of small metal products using automatic machinery and employing about 200, most of them men. The company's lease on a plant in a metropolitan center will not expire for five months and the company will start operations at Dayville at that time, or shortly after the middle of November.

★ ★ ★

Allen Succeeds Searle on Landers' Board. Arthur E. Allen of Hadlyme, a former vice president of Westinghouse Electric & Manufacturing Company, was elected a director of Landers, Frary and Clark Wednesday, July 19 to fill a vacancy on the board left by the resignation of Frederick A. Searle. Mr. Searle resigned Wednesday as vice president and a director after 39 years of service with the company. He is said to have resigned from active work because of ill health.

★ ★ ★

Middle Class Attitude Revealed by Survey. A recent survey which sought to discover the attitude of the middle economic class toward management disclosed information of great importance to management which is conscientiously striving to maintain good relations with its employees and the public. Findings disclosed that only 21% believe that business is

run for the benefit of stockholders, labor, customers and management alike; only 57% consider corporate heads capable and trustworthy leaders; only 19% believe in "big business" as against small; 68% believe management gets too large a share of corporate income; 79% would limit remuneration of corporate officers. Another important fact revealed by this survey is that 80% of the economic middle class would like more facts—a potent invitation to management to state its case through space advertising, direct mail and other media just as it does in promoting the sale of its products.

★ ★ ★

Carlyle Johnson Publishes New Clutch Catalog. The Carlyle Johnson Machine Company, Manchester, has just completed its new 1939 clutch catalog, descriptive of the latest types, sizes and prices of the famous line of "Johnson Friction Clutches."

Among the clutches listed are the company's standard type of friction clutch with metal to metal friction, as well as the super-Johnson type with Raybestos faced expansion ring, the latter to run dry where such a method of driving is required. All recent improvements are likewise listed as well as several price changes in the new 10-page Carlyle Johnson Clutch catalog.

★ ★ ★

Bullard Official Honored. John W. Bray, vice president of the Bullard Company, Bridgeport, was re-elected to the board of directors of the American-Russian Chamber of Commerce at its recent annual meeting held at the Bankers' Club, 120 Broadway, New York City.

Many notable Russian officials were among the guests at a dinner following the meeting given to the new American Ambassador to the Union of Soviet Socialist Republics, Laurence A. Steinhardt, and to Constantin Oumansku, Ambassador of the Soviet Union to the United States. Samuel Carp of Bridgeport, whose sister, head of the cosmetic and food industry of the U. S. S. R. and the wife of V. M. Molotov, chairman of the Council of People's Commissars, introduced the many notable Russian officials as follows: V. Kalinin, son of the President of Soviet Union; L. G. Zhukhovitsky, first vice president of the Amtorg Trading Corp.; Herman A. Tikhomirnov, Commissioner General to the New York World's Fair

and his deputy commissioner, Vasily V. Bourgan.

★ ★ ★

Mason Silk Gives Paid Vacation. Employees of the Mason Silk Company, Winsted, who have been on the payroll for one year or more, received one week's pay during the company's inventory period from June 30 to July 10. The vacation-with-pay plan has been continuously in effect for several years.

★ ★ ★

Cordiner Heads Schick Dry Shaver. Ralph J. Cordiner, manager of the appliance and merchandise department of the General Electric Company, becomes president of Schick Dry Shaver, Inc., of Stamford as of August 1.

One of the youngest executives in the electrical industry, Mr. Cordiner has been associated closely with the selling of electrical appliances during the 17 years since his graduation from Whitman College in Walla Walla, Washington.

★ ★ ★

Andrews Succeeds Cordiner. H. L. Andrews, vice president of the General Electric Company since 1934, in charge of the company's transportation activities, will take charge of the G-E Appliance and Merchandise Department with headquarters in Bridgeport to succeed R. J. Cordiner who became president of Schick Dry Shaver, Inc.

Mr. Andrews, a native of Missouri and graduate of the University of Missouri, entered the employ of the General Electric in 1910 and for the past 29 years has had a wide range of experience in engineering, manufacturing, and sales departments. As head of the Appliance and Merchandise department, Mr. Andrews will be responsible for the company's activities in the major and traffic appliances as well as construction materials, including such items as refrigerators, ranges, water heaters, home laundry and household appliances.

★ ★ ★

Gilbert Clock Develops Charlie McCarthy Clock. The William L. Gilbert Clock Corp., Winsted, has recently developed a novel clock mechanism in three models that has been licensed by Edgar Bergen, the talented ventriloquist, who through Charlie McCarthy has revised his art. The clock company has started a sales campaign on this clock throughout the country besides opening a drive in Winsted.

(Continued on page 26)

DEPARTMENTS

Accounting Hints For Management

Contributed by Hartford Chapter N. A. C. A.

Analysis of Customers' Orders.

In any manufacturing plant, particularly in job-order plants where much of the work is done on special quotation, a serious situation may be discovered if an analysis is made of the orders received and shipped as to value per order.

A study of this nature was recently made by a concern working on small metal parts and the results were very revealing and informative. The gross profit realized from all operations was satisfactory. The analysis showed, however, that a large percentage of the orders shipped amounted to less than \$5.00 per order and the profit thereon was decidedly subnormal. Approximately 40% of the orders shipped disclosed the normal expected return or margin. The balance of the business was on standing orders or special orders of larger dollar volume and disclosed varying results, generally satisfactory.

Every concern is obliged to take a certain amount of small orders from its regular customers, and at times it will do so from new customers, such business being in the nature of trial orders. Apart from this, however, there is a definite amount of this type of business which is unwarranted and has no justification whatsoever. It is not an uncommon experience to them to receive actual orders for only a fractional part thereof. Such business has the added drawback that many of these small orders carry pressure for early shipment which disrupts the orderly and efficient planning of production and use of facilities.

A study of the nature indicated can only be achieved if an adequate cost system is being maintained in the plant. Otherwise the true result as to margin realized cannot be determined. This statement presupposes that such cost system makes adequate provision for all plant production and overhead expenses including Social Security taxes.

The situation has been met by some manufacturers by imposing a definite charge for small order business.

Hartford. The Hartford Chapter, N.A.C.A., will hold its usual summer meeting August 22, at the Indian Hill Country Club. While no regular business will be transacted, it is expected that the new program will be announced for the next season. The Chapter will again operate a special education course, the theme of which will be "Advanced Cost Accounting." In view of present competitive conditions it is believed this will have wide appeal to all industries.

Wage payments to employees are frequently based on production which has been determined from automatic counting devices attached to machines. These devices supposedly cannot be tampered with. However, one industrial plant which had been puzzled by the way its production and stock records were working out, discovered that the counters had been fixed by the employees in one department so that they were credited with more than 10% production in excess of actual.

Transportation

Intercoastal Rate Structure — Docket No. 514. On Wednesday, July 12, the U. S. Maritime Commission concluded its hearings in Docket No. 514 involving an exhaustive investigation of the Intercoastal Rate Structure. Previous hearings were held at Washington, D. C., New Orleans, La. and San Francisco, Cal. The Brooklyn, N. Y. hearing which was concluded on July 12 began on June 19. At the conclusion of the Brooklyn hearing, it was announced that the final date for filing of briefs would be October 2. However, the Maritime Commission has more recently announced that the date upon which briefs would be due was being advanced from October 2 to August 21. This appears to be an unreasonably short time in consideration of the vacation period.

★ ★ ★

Government Moves to End Truck Rackets. The Federal Government moved on July 17 against an alleged

\$1,000,000 a year trucking "tribute" conspiracy which the United States attorneys described as a nation-wide racket preying on shippers, owners and truck drivers. Federal Judge John C. Knox signed a decree permanently adjoining Local 807 International Brotherhood of Teamsters, Chauffeurs, Stablemen and Helpers of America, from acts of violence.

The decree, in addition to the union, named 76 individuals, all of whom were indicted on a charge of violating the Sherman anti-trust act.

The Government contended that Local 807 exacted \$9.42 from the owners of each large truck and \$8.41 from the owners or drivers of each small truck, plus \$1.77 an hour overtime, for trucks brought into the metropolitan area from outside New York State.

★ ★ ★

B. & M. Experiments with LCL Rate. In an effort to determine whether reduced freight rates would promote trade and traffic in northern New England, the Boston and Maine and the Maine Central railroads sought permission early in July to make substantial reductions in less-than-carload freight rates. In a petition filed with the Interstate Commerce Commission, the two roads asked permission to make the reductions for a 30-day experimental period.

In a statement by John W. Rimmer, vice president in charge of traffic, it was explained that "the plan contemplates elimination of the present first four 'classes' of rate for less-than-carload shipments and the substitution of single rates under which all goods can be moved, and which will be slightly under the present fourth class rates."

★ ★ ★

Railroads Undertake Simplification of Freight Classification. The Traffic Advisory Committee of the Association of American Railroads has appointed a special subcommittee of three consisting of A. H. Greenly, representing Eastern Territory, Chairman; E. H. Dulaney, representing Southern Territory and W. E. Prendergast, representing Western Territory, charged with the task of undertaking to simplify the classification of all commodities forwarded by freight. This

(Continued on page 21)

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• HINTS *For* EXPORTERS

American Trade in Venezuela

By FRANKLIN JOHNSTON, *Publisher, American Exporter*

Editor's Note. This is the fifteenth in a series of articles by veteran export men. Mr. Johnston, unlike the majority of other writers of this series, is not a member of the Association's Foreign Trade Committee, but a publisher of one of the nation's leading export magazines.

YOU cannot visit Venezuela, Colombia and Peru, as I did recently without being constantly made aware of Connecticut's importance in export trade.

Particularly in hardware and tools. Entering any of the good hardware stores in Caracas, Bogota, Barranquilla, Medellin, Cali or Lima, you are greeted by Connecticut made hardware smiling down on you from the shelves. It is almost like attending a hardware convention up here to see all the American hardware lines on display in these South American cities.

It is particularly significant and encouraging to note the popularity of Connecticut made hardware because hardware and tools are the lines in which we are probably getting our most severe competition from Germany. It is a constant battle between quality and price.

And to make it harder, some of the best hardware merchants, especially in Colombia, are Germans. Curiously enough, however, some of these German importers think more of quality than some of the Colombian hardware merchants do.

Venezuela and Colombia are two of the most prosperous countries in the world today and I strongly recommend a visit to them on the part of manufacturers interested in export. They will find such a visit highly encouraging as showing what we can do in markets which operate under normal rules of foreign trading, without

quotas, exchange restrictions or hostile tariffs.

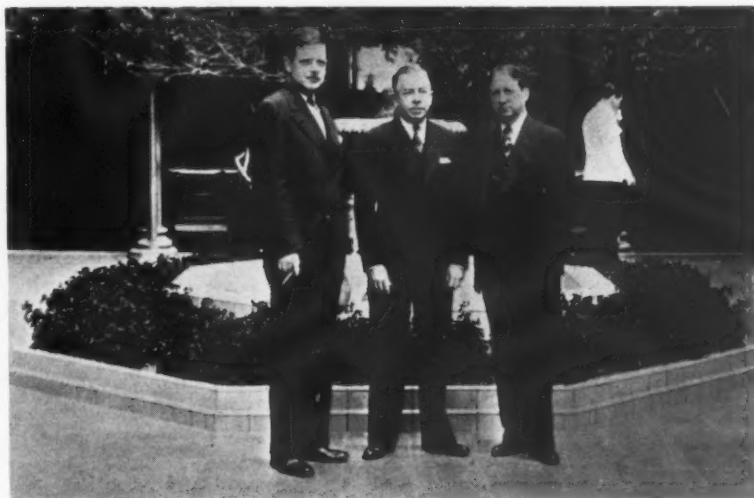
Venezuela has been enjoying an oil boom for years and Colombia is just starting one. Colombia has many other resources, including an expanding coffee production. Through Brazil's ill-advised crop control, a lesson which American friends of cotton might ponder on, Colombia has increased her exports of coffee by 110% in the past 15 years, while Brazil's have increased

tina's, 50%; Chile's, 38%; Peru's 116%, and Colombia's (oil again), 212%.

And I was surprised to learn that in the Eastern section of Venezuela fields are now being developed that far exceed in possibilities the Maracaibo area.

Maracaibo has settled down to a quiet life but down back of Guanta and Barcelona there is a new boom on with the local merchants cleaning up as the oil companies need a lot of supplies in a hurry.

The vast revenues from oil taxes are the base of President Lopez Contreras' three-year plan for the devel-



Left to right: R. L. White and Ralph Jugo of Landers, Frary & Clark, and Franklin Johnston of the American Exporter, at Medellin, Colombia.

only 12½%.

While Venezuela also produces coffee, its prosperity is so dependent on oil that it really is a one product country. What gold is to South Africa, oil is to Venezuela.

Oil accounts for 88% of all Venezuela's exports. Because of oil Venezuela's total exports since 1913 have increased by 686%. No other South American country has made any such huge gain. In the same period Brazil's exports have increased 14%; Argen-

opment and improvement of the country. So ambitious that it really should be called the ten-year plan. But it's a long step in the right direction.

The plan calls for the expenditure of \$48,000,000 per year for three years out of current revenues and \$61,000,000 per year out of 20 year bonds yet to be issued. On a basis of population the first figure alone is equivalent to a public works expenditure of two billion dollars in our own country.

From La Guaira, Venezuela, I made all the trip by airplanes. The services are really wonderful, either Pan American Airways or affiliated with Pan American. It is the only way to travel there on business.

In Colombia, particularly, the airplane is revolutionizing business. For Colombia never had an adequate railroad system and the airplane has actually preceded the railroad era there. You can fly between any two commercial centres of Colombia in from one to three hours, centres which once were so remote from each other they might as well have been in other countries.

On my first trip to South America, it took at least eight days by river steamer to get from Barranquilla, Colombia to Bogota, the capital. And in the dry season it might take three weeks, mostly spent on sand bars. Now it takes two hours and 50 minutes and there's a plane every day.

Barranquilla was the great surprise of this trip. For that city happens to be the first South American city I ever stopped in. That was before the world war.

Barranquilla in those days was a sleepy somewhat discouraged little tropical city, with unpaved streets and a mule-power, narrow gauge tramway as the only means of rapid transit.

The leading "hotel" was the famous Pension Inglesa, kept by an English lady, Mrs. Meek. The bathtub was carved out of rock and, judging from its looks, might have been an historic relic of the early days of the Conquistadores.

Such was Barranquilla before the war. And all the superlatives you can think of can scarcely do justice to the change that has come over that city. It really is a modern miracle not only of municipal progress, but of the possibilities for growth and development which Northern South America possesses. Also one of the best hotels in the world, largely inhabited by Americans.

Barranquilla has a large German colony, relatively the largest of any city I visited but the startling changes in Barranquilla were due to an American: the late Karl Parrish, who came down prospecting for gold and remained to beautify Barranquilla.

Peru I did not find as good a market as Venezuela and Colombia. It is a static market, lacking the dynamic

stimulus of the new oil developments. Besides this is an election year which makes for a great deal of uncertainty, and exchange dropped badly while I was there.

All three countries appear to be well governed. The president of Venezuela is a very different type of man than the previous dictators. Colombia is proud of its democracy and has not had a revolution in 42 years or a bank failure in 16. President Santos is strongly pro-American.

President Benavides of Peru is frankly a dictator and supposedly pro-Nazi and pro-Fascisti but I met a German who was selling British cloth to the Peruvian army and a Swiss who had just sold \$500,000 worth of American aircraft right under the nose of the Italians who were hot after the business.

When you actually visit these countries you realize how dependent they are upon their ability to export and how our exporting industries suffer when these raw producing countries cannot find dollar exchange with which to purchase American goods.

Nothing could be in stronger contrast than the situation in Argentina, for example, and that in Colombia and Venezuela.

Because of the pressure of American cattle growers on the Senate, an unfair embargo has been placed on Argentine beef exports, and this has been made worse by the recent action forbidding the United States Navy to buy Argentine canned beef, a picaresque insult which Argentina properly resents.

But in Venezuela and Colombia we find a different picture. There we are friends and our business prospers. To Colombia this year our exports have increased 37%.

You must discount the headlines as to totalitarian gains in South America. In the first place, their political propaganda, extensive as it is, is a flop. In the second place, even if it were a success its effect on trade would be effective only insofar as this political sentiment is made concrete through legislation or other government action.

The only one of the totalitarian nations which is a real competitor to us in South America is Germany. Italy has barely 2% of the total business and Japan about the same. In Colombia Japan has only 1/2 of 1% of the business.

Russia is negligible. Last year she sold less than a thousand dollars' worth

of merchandise in Colombia, against \$48,000,000 from the United States.

There is no question of Germany's enormous gains since the Nazi regime began. But those gains have been made more at Great Britain's expense than ours.

Since the Nazi regime began, Germany's share of world exports to Latin America has increased from 11.5% of the total to 15.3%; ours has increased from 29.2% to 34.3% but Great Britain's has fallen from 18.1% to 12.6%.

One of the most significant criticisms I heard was that when the crisis occurred here some years ago and the government placed foreign exchange under control: "The Americans all stopped shipping but no German or British firm held up shipments."

Yet one American manufacturer tells me that in ten and a half years they had only one bad account in Colombia and that was an American. On sales as high as \$200,000 a year another manufacturer reports not a dollar loss.

Another manufacturer reports sales of nearly a million dollars a year in Venezuela and Colombia alone and not a dollar loss. Some of the large merchants are at times slow "but they always pay."

★ ★ ★

May Export Figures Rise. Official figures released by the Department of Commerce, for the month of May indicate total exports of \$249,259,000, an increase of \$18,311,000 over the month of April, and only \$8,017,000 below May, 1938. Imports into the United States during the same month also registered a substantial increase over April, being valued at \$202,502,000, compared with \$188,195,000 for April, 1938, and \$148,248,000 for May, 1938.

Among individual export items of interest to Connecticut export men, which showed increased values in May over May, 1938 are the following: iron and steel semi-manufactures, industrial chemicals, leather, rubber, cotton, rayon, paper manufactures, steel mill manufactures, glass and glass products, radio apparatus, industrial machinery, metal working machinery, printing and bookbinding machinery, automobile parts and accessories, medical and pharmaceutical preparations, soap and toilet preparations. Expectations among export managers are that heavier buying will come within the next few months to

boost 1939 volume up to the 1938 levels or above.

★ ★ ★

Puerto Rico to Benefit from Army-Navy Expenditures. Both the U. S. Army and Navy are planning for early commencement of construction work on their new bases at San Juan. Navy base estimates call for an expenditure of \$9,300,000, and it is expected that about \$7 million will be spent by the army in initiating better Caribbean defenses with headquarters in Puerto Rico. Actual construction of air and submarine bases is expected to begin shortly after July 1st. This work should help in giving an impetus to Puerto Rican trade, which has never fully recovered from the dock strike of a year or more ago and which has been adversely affected by the operation of the Wage-Hour law.

★ ★ ★

Latin America Switching from Germany to U. S. Evidence continues to accumulate that, because of her necessity for conserving raw materials, Germany's manufactured exports in many lines—construction supplies, iron and steel products, office equipment, etc.—are of such inferior quality that Latin American buyers are rejecting them, and placing in the United States orders that would ordinarily go to Germany because of lower prices. In certain heavy equipment lines, though quality is fairly well maintained, deliveries are so long delayed by Germany factories, who must give preference to government orders, that buyers abroad are canceling and transferring orders to this

country. In some instances, it is reported that German suppliers have admitted that they can make no promise as to delivery dates. As a result, alert, farsighted manufacturers are making new export sales connections which will at least in many cases, prove both profitable and permanent.

TRANSPORTATION

(Continued from page 17)

subcommittee, which will report to the Traffic Advisory Committee, met in Chicago last month, and in New York in August, and will alternate thereafter between those two cities, until the task has been completed.

All changes affecting the rate paid by the shipper will be placed on the public docket in the usual manner. The subject is being followed closely by the League's Classification Committee, through its Chairman W. J. Williamson and by the Association's traffic department.

★ ★ ★

Waterways Corporation to be Investigated. The United States Maritime Commission by order dated July 7, 1939, in Docket No. 540, instituted an investigation to determine the common carrier status of the Inland Waterways Corporation and the Mississippi Valley Barge Line Company, operating the Federal Barge Line,

(Continued on page 26)

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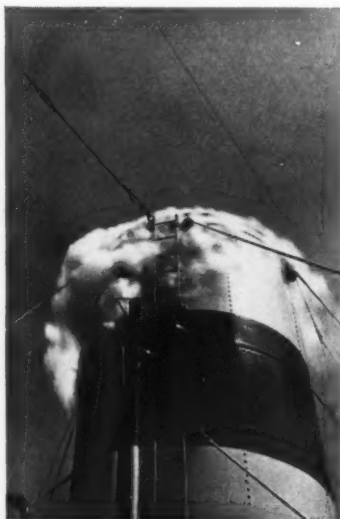
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STANLEY CHEMICAL

(Continued from page 6)

economy must be obtained throughout the finishing schedule.

Coatings for Paper. One of our very large industries, and one which provides an outlet for a large volume and a great variety of coatings, is the Paper Industry. The use of solvent type coatings for decorative purposes on paper is not new, as spirit varnishes have long been used to produce lustre, smoothness, and innumerable pleasing effects. In recent years, a more general use of highly specialized coatings for paper has resulted from the development work on coating materials, and a cooperative sales effort on the part of coating manufacturers.

Stanley has devoted much time and attention to the origination and development of specialized paper coatings, some for the purpose of decorating the paper, and others designed to increase its utility value. Its work has now progressed to the point where it is now in a position to supply for the wrapping of dry and liquid foods various types of heat-sealing materials which are non-toxic and which fulfill the necessary requirements. Among Stanley products are coatings which are tasteless, odorless and boiling-water resistant, and of course non-toxic. It is certain that such coatings will find their way into the food packaging field, and render paper satisfactory for packaging, where previously for one or another of several reasons, it has been found wanting.

Miscellaneous Coatings. In addition to the company's broad range of products developed, manufactured and sold to the metal, rubber, paper and wood industries, many products which cannot be correctly classified under these industry headings are produced. For instance—quality glossy clear lacquers are specially formulated for use as fingernail polishes. These lacquers must be designed to withstand mild soaps and water, as well as abrasion, perspiration and other deteriorating influences. The speed of drying, the ability to level out to extreme smoothness, and freedom from excessive odor, must all be considered when designing a fingernail polish. Stanley nail polishes are not sold as Stanley polishes, but are prepared and packed by well-known cosmetic producers.

The cable industry is likewise served with Stanley Cable Coatings. Cable lacquers are of many types, and are designed for use on fabric coated or rubber coated cable, whichever the case may be. They must be formulated to have the proper working characteristics to permit application in the existing coating equipment.

Similar, at least in regard to the method of application to cable coatings, are clear and colored fish line coatings and tennis racket trimming coat materials, of which millions of feet are coated every year with specialized Stanley lacquers. The fisherman well knows the necessity for the proper degree of flexibility, moisture resistance and abrasion resistance that must be provided in a fish line coating.

It is natural that in producing the hundreds of different types of coating materials to which reference has been made, Stanley is frequently called upon to make materials which are basically like some coating materials, but different in many respects, and intended for some specific purpose. In this category, the company produces interesting impregnating compounds for the impregnation of wood, cloth, and various miscellaneous compounded materials to provide certain desirable characteristics.

The Spirit of Stanley Service

Stanley Service cannot be measured by the container, drum or can. It seeks first to create and then fit a product to a given purpose. Its own definition of service is a spirit and capability for helpfulness in solving individual requirements. The Stanley spirit of research has "challenged the infinite" in its study and classification of raw materials in order to develop during the past decade an encompassing range of industrial coatings. Through constant search by its chemists, Stanley has found appropriate materials with which it has produced coatings for thousands of different industrial uses. It is continuing its search to achieve the ultimate with the same passion for technical excellence that was evidenced by its first president, William Samuel Rowland.

The present officers of Stanley Chemical Company are: Wm. J. Kerin, President and Treasurer; E. M. Hayden, Vice-President and Secretary; Edw. H. Christ, Vice-President and Sales Manager.

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Business Administration Counsellor
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CHEMURGIC DEPARTMENT

By ROBERT D. McMILLEN, *Director of Information,*

National Farm Chemurgic Council

Editor's Note. This department, conducted for the past several months by Robert D. McMillen, Director of Information, National Farm Chemurgic Council, seeks to acquaint and interest manufacturers, students, agriculturists and others who may read it, in the new development brought about by the rapidly progressing new "Chemurgy" movement. *Connecticut Industry* has great faith in the possibility that "Chemurgy" offers the logical, positive approach to the solution of the "farm problem" which, like all other stubborn economic problems, can never be solved by ineffective negative approaches like many already tried without success. Like the National Chemurgic Council, *Connecticut Industry* takes the view that to solve the "farm problem" through "Chemurgy" is to solve our economic problems, for the incomes of all other groups bear a close relation to farm income.

MOST sensational chemurgic news of the past few weeks was the announcement by Commodore Ernest Lee Jahncke, executive director of the Louisiana State Department of Commerce and Industry, of a patent for a formula to make synthetic rubber from cane sugar, oil of turpentine, hydrochloric and nitric acids. Patentee Ernest Kleiber, chemist of Lugano and Trevano, Switzerland, gives the following formula:

To 5,000 parts of cane sugar are added 400 parts of hydrochloric acid, 150 parts of nitric acid, 200 parts of oil of turpentine.

Kleiber says, "The yield of synthetic rubber ranges between 78 and 83 per cent and the product is plastic, elastic and can be vulcanized. It has all the physical and chemical properties, my tests show, of natural plantation rubber and lends itself to all tests and uses of real rubber. It can either remain soft and elastic or be made as hard as stone."

Louisiana cane growers and owners of southern pine woods are eagerly investigating this possible new outlet for their sugar and turpentine. Kleiber says he can also use beet sugar in his formula.

* * *

Another new sugar cane product has been announced by chemists of the United States Department of Agriculture at the Agricultural By-Products Laboratory at Ames, Iowa. It is a plastic compound made from the lignin and cellulose of sugar cane



THE researcher in Chemurgy seeks new uses (mostly industrial) for farm products and new crops for old, that agriculture, industry and the entire nation may enjoy greater prosperity.

bagasse, a waste product of considerable importance.

Three methods were used by Department of Agriculture chemists in making molding compounds from bagasse.

First and cheapest is hydrolysis with acid. With bagasse baled and delivered at the factory at \$8 per ton, the chemists estimate that a plastic compound can be made by the hydrolysis method at slightly more than two cents a pound. Plastics made from the compound, while not as strong as some synthetic products now in use, are quite moisture resistant and would be suitable for molding bathroom tile

for both floors and walls. They apparently have the wearing ability of wood and may be sanded and repolished through the entire body.

Second method is hydrolysis in the presence of aniline, a coal tar derivative. The material cost of plastics from this process will be about 4½ cents a pound. These strong plastics have resisted bending pressure up to 9,000 pounds per square inch. They are slightly less water-resistant than plastics made by the first method, but do not warp and may be sawed, drilled and, with care, nailed. These properties suggest uses as card table tops, desk tops and building panels.

Third method is treating the bagasse with sodium hydroxide and furfural. Such plastics rank midway between the other two in quality. They flow better and mold at 2,500 pounds per square inch compared with 3,500 for the second treatment. They may be put to the same uses as the plastic from the second treatment. Neither of the plastics made from the last two processes shatters easily. Neither breaks when struck hard enough with a hammer to cause a dent.

It is possible that other farm waste materials, such as cornstalks and straw from small grains, may be used in making plastics by the same process, the chemists report. All have in common a composition of lignin and cellulose.

In recent years production of synthetic plastic compounds has expanded rapidly, but the comparatively high cost of molding powders, mostly alkyd and phenol-formaldehyde resins, confines plastic manufacture largely to small articles and it seems unlikely that the price of these raw materials can be reduced materially, the chemists say. With a low-cost molding compound made with only a small amount of expensive chemicals, the plastic industry could branch out into broader fields, such as the manufacture of furniture, building materials and parts for automobiles. Where certain qualities of the more expensive phenol-formaldehyde resins are not required, the cheaper product could be substituted.

* * *

Chemurgy is to be represented at the Ohio State Fair, August 26-September 1. Fair Director Win Kinnan has given the National Farm Chem-

urgic Council almost a quarter of the Manufacturers' building at the Columbus fairgrounds for the purpose of familiarizing visitors with chemurgy. Over twenty individuals and organizations have promised to contribute displays of chemurgic products under the Council banner.

Soybean and tung oil paints, soybean, cotton, milk and wood plastics, model farms, miniature railroads, binder knotters, flax products, corn solvents and other farm raw materials that have been converted into industrial products will be shown.

* * *

Dr. David F. Smith, professor of chemistry at the University of Buffalo, will head the work on agricultural motor fuels at the Northern Regional Research Laboratory at Peoria, Illinois. Doctor Smith's investigations will be on research intended to develop methods of producing gaseous, liquid and solid motor fuels from agricultural materials. Dr. Henry G. Knight, Chief of the Bureau of Agricultural Chemistry and Engineering, in making the announcement expressed the view that motor fuel production is one of the most promising fields for large scale industrial utilization of farm products.

* * *

Chemurgy was the main topic of discussion before the agriculture section of the Rotary International Convention at Cleveland. Wheeler McMillen, president of the National Farm Chemurgic Council, addressed several hundred Rotarians from all parts of the United States and many foreign countries on "Agriculture—The Next Big Industry." Most of the audience remained for a two-hour question and discussion period.

Said Mr. McMillen:

"Chemurgy offers one of the ways—not a rapid but a sound way—by which agricultural income in a thousand communities can be increased. Farm income is based upon three elemental factors. They are the quantity produced, multiplied by the price paid, minus the cost of production. All these factors must be considered in profitable farming.

"I have already emphasized the vital fact that farm income and factory pay rolls go up and down in parallel lines. I have already emphasized the fundamental truth which our national policy must take into account, that the national income is the farm income multiplied by seven.

"Until the income of agriculture is substantially expanded, you can count upon the national income being below the desirable level. You can count upon the continuance of unemployment. You may expect rising debts and deficits. You may expect burdensome taxation. You may expect heavy loads upon your community's charitable services. You may as well face the fact that these and all the attendant problems will continue to harass the national and the local economy until such time as your producers of raw materials are adequately paid for their efforts.

"To those of us who, through the years, have been urging this sound approach to a key community and national problem, the interest of you in Rotary is extraordinarily welcome. The power of your organization can be exerted in no more profoundly significant cause than in the restoration of an agricultural prosperity. If you can contribute to the accomplishment of that, you will have smoothed the way for working out a hundred other community and national difficulties. Put the farm income upon an adequate level, and the business of your town will be good. Your storerooms will be occupied; your retail counters will be busy; your professional men will be paid for their services; your community chests can be filled; your taxes can be paid; your private and your public standards of living can be maintained."

* * *

Chemurgy is going over with a bang in Texas. More than 2,000 persons gathered for a chemurgic conference at North Texas State Teachers College, Denton, on June 23 and 24. Chemurgic lectures are included in the summer short courses at Sam Houston State Teachers College, Huntsville, at Stephen F. Austin College at Macogdoches, at East Texas State Teachers College at Commerce, and at John Tarleton Agricultural College, Stephenville, as well as at North Texas State Teachers College. The purpose is to acquaint thousands of school teachers in town and country with the need for developing new industries based upon Texas farm and forest crops.

* * *

Just a century ago the first agricultural work authorized by Congress was the collection of foreign seeds and plants. In commemoration of this event Secretary of Agriculture Henry A. Wallace recently stated:

"... Since most of our foodstuffs and many of our fibers are of foreign origins and have been since colonial days, the importation of new plants has been a basic factor in agriculture.

"One has but to look at one of the general crop reports issued regularly by the Bureau of Agricultural Economics to get an idea of what plant introduction has meant to the agriculture of the United States. Of the seventy-eight principal field, fruit and nut, and truck crops listed, with a total estimated value in 1937, of nearly four billion (\$4,000,000,000), only about ten are native in the United States, and practically all of these had their beginning in this country in small quantities of seed or propagating material obtained in plant explorations of the Department, by trained specialists searching the four corners of the earth for new trees and plants that may promote the welfare of American agriculture."

The development of new crops for new and old uses is one of the three major points of the chemurgic program.

CONNECTICUT'S BUDGET

(Continued from page 1)

Another factor which might cause concern to those who most earnestly desire a balanced budget would grow out of our institutional building program. The 1937 session of the Connecticut General Assembly authorized a bond issue of \$25,000,000. Half of this was to be used, with federal help, for adding new State institutional capacity. Many of these buildings are now under construction and will be completed within a comparatively short time. If it becomes the policy of the State of Connecticut to open all of these institutions full-blast, as soon as the outside walls are completed, the budget will be unbalanced. On the contrary, if it becomes the policy of the State of Connecticut to make these institutions fully available as money becomes available, the assurance of the 1939 session of the Connecticut General Assembly and the hope of the people of the State will be fulfilled. Third, if because of political manipulation or further economic maladjustments the state revenue should be impaired, there can be no assurance that the state administration can balance the budget.

BUSINESS PATTERN

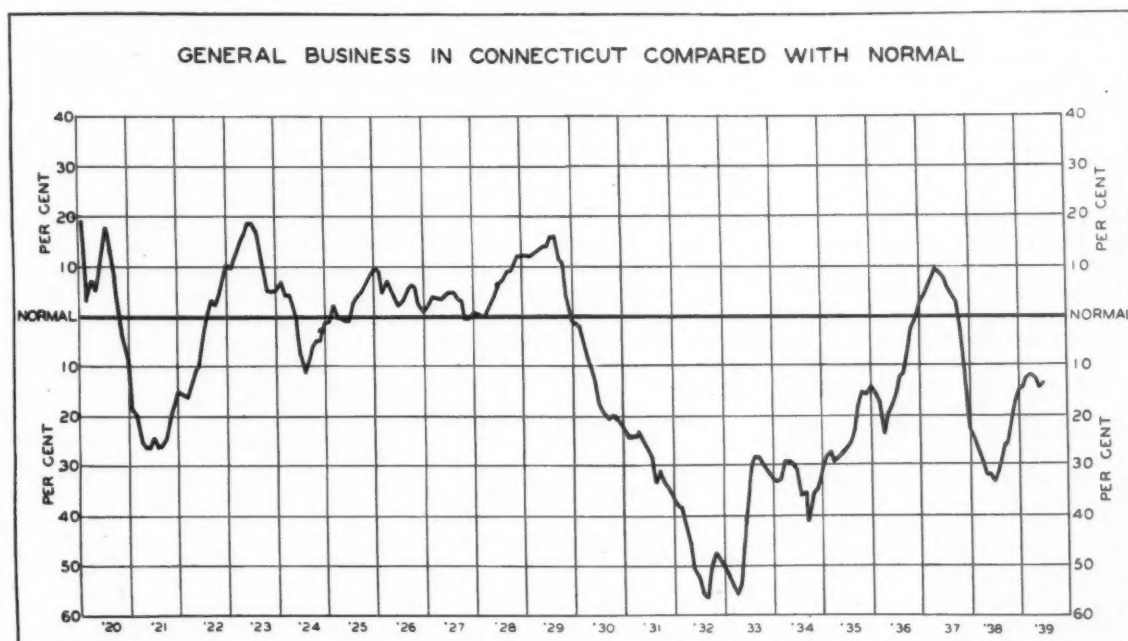
The index of general business activity in Connecticut rose $1\frac{1}{2}$ points during June, and at 13% below the estimated normal, was within one point of the highest level reached this year. For the United States the index of industrial activity, which had declined steadily during the previous six months, advanced sharply in June to stand at 24% below the estimated normal, a rise of approximately four points. Preliminary reports for July indicate, after allowance has been made for the usual seasonal variation,

to the highest point since the summer of 1937.

Automobile production in the United States was higher in June due in part to the fact that a strike in the automobile body manufacturing industry during May shifted some production from May to June. Steel ingot and pig iron production advanced sharply both recording the largest gains of the year. Machine tool orders for the first six months of this year were more than double those during the corresponding period a year ago.

in 37 States during June declined to the lowest level since July last year, though the six-month total showed a gain of 31% over the first half of last year. The dollar volume of residential contracts awarded in these States during the first half of 1939, according to data compiled by the F. W. Dodge Corporation, was greater than for any similar period in ten years, and 61% higher than the same period last year.

The United States Bureau of Labor Statistics weekly index of wholesale



no material change from the June level.

The composite picture of activity in manufacturing industries throughout Connecticut showed improvement during the month, the index of man-hours worked in Connecticut factories advancing almost two points over May. A substantial increase of 18% in Bristol and one of 5% in Bridgeport were only partly offset by decreases in other cities. The employment index likewise moved upward, increases in Bridgeport, Bristol and Hartford being chiefly responsible. Cotton mill activity advanced sharply

There was no change from May in the index of freight carloadings originating in thirteen Connecticut cities. The index of metal tonnage carried by the New Haven Road rose sharply to the highest point since last December.

The index of building construction work in progress in Connecticut receded for the second consecutive month, though the square feet of building contracts awarded during the first six months of the year were 37% higher than the same period last year, the largest gain being in non-residential contracts. The seasonally adjusted value of building contracts awarded

commodity prices declined slightly during June, moderate declines in some commodities, principally food and farm products being partially offset by slight increases in others, chiefly textiles and leather products.

The index of department store sales in the United States, after adjustment for seasonal variation stood two points higher than the preceding month.

Business failures in Connecticut during the first half of this year were 27% lower than for the same period a year ago, the gross liabilities for the same period being 34% lower.

NEWS FORUM

(Continued from page 16)

The initial demand for the clock indicated by the efforts of company salesmen during the first 30 days of sales efforts, has been decidedly encouraging.

★ ★ ★

Stanley Credit Union Makes Good Showing. The Stanley Hardware Employees Federal Credit Union, operating under a federal charter for the benefit of all employees of the Stanley Works plant, New Britain, which finished its 20th month of existence in June, has handled \$117,000 while continuing to increase in favor with the employees, officials reported recently. The Credit Union has had 1,175 employees registered since organization, and 33 more joined during the month of June. Its weekly deposits total about \$2,000, the savings account \$40,000 while \$22,000 is out on loans.

★ ★ ★

Hendey Strike Ends. The plant of the Hendey Machine Company resumed operations during the last week in June after a shutdown of a little over a week on account of a strike. The agreement which brought an end to the strike was reached with the aid of Morgan R. Mooney, state deputy labor commissioner, and is in the form of a new contract continuing in force for one year until June 22, 1940, and thereafter until suspended by a 60-day notice by either party.

The new contract does not provide for a preferential shop but it contains a provision for submitting any general wage change requested by either side to the state board of mediation and arbitration.

★ ★ ★

Silver Bay Industrial Conference Scheduled. This year's session, or the 22nd annual conference on Industrial Relations, will be held at Silver Bay, Lake George, New York, August 30 to September 2. This year's theme is "Better Industrial Relations Through Better Understanding" which points to the purpose of the conference, namely, to bring together representatives of all groups in industry and others to discuss the problems which affect human relations in our complex industrialized life.

Among the outstanding subjects to be discussed at the nine sectional conference are the following: Informa-

tion for Employees; Sick Benefits, Medical Care Insurance. Hospital Plans; Handling Grievances; Trends in Old Age Pensions as viewed from the Administration's standpoint; Group Health and Medical Care in Operation; Seniority; What Can Management do to Help the Foreman; Determining Employee Attitudes; Job Evaluation and Salary Administration. Prominent speakers will deliver addresses on subjects as follows: Factors Upon Which Employment and Income May be Stabilized; What the National Labor Relations Act Now Means in the Light of Court Actions; Techniques of Constructive Collective Bargaining; Aptitude Studies as an Aid to Supervision; and What's Ahead for Management.

The registration fee this year is \$5.00 for each delegate and \$2.00 for each adult member of the delegate's family. Registration should be sent to E. H. T. Foster, Executive Secretary, 347 Madison Avenue, New York, N. Y., while requests for hotel accommodations should be made direct to Silver Bay Association, Silver Bay, New York. The registration fee is returnable if notice of inability to attend is received before August 21st.

Alpheus Winter, manager of the Manufacturers' Association of Bridgeport is a member of the Conference committee.

TRANSPORTATION

(Continued on page 21)

with respect to the transportation of cargo between various ports on their lines and New Orleans, La., when said cargo originates at or is destined to Pacific Coast ports, and to determine the lawfulness of their rates, rules and regulations applicable on alcoholic liquors from ports on the lines of these carriers to New Orleans, La., when destined to Pacific Coast ports.

★ ★ ★

House Passes Merchant Marine Act. The House Friday afternoon, July 14, passed H. R. 6746, the Bland Bill amending the Merchant Marine Act, 1936, by carrying out certain suggestions of the Maritime Commission. The main purpose of the bill is to liberalize the Merchant Marine Act and to stimulate the shipbuilding industry. The bill as passed does not provide for the regulation of foreign shipping or of terminal facilities.

Freight Forwarding Investigation Reopened in Part. Docket No. 27365, Freight Forwarding Investigation (Transportation of Consolidated Carload Freight), upon petition of the carriers in the western district, has been reopened for further hearing insofar as it concerns the practices of respondent rail carriers of carrying forward charges of forwarders as advances on outbound billing. The effective date of the Commission's order of April 10 insofar as it concerns above practices is indefinitely postponed. The Commission announces no date for the future hearings.

FOREMAN TRAINING

(Continued from page 9)

them properly—the proper way to put this presentation in their language—the time required to do this work—the teaching value of each bit of text—plus the necessary steps to be taken in their proper sequence of presentation. The man who does this must be a good executive.

Again, it is not enough to teach a man concerning the right doing of his work, that is, the nine angles as enumerated. We must add other things. He must know and do his job—the nine major angles. And, he must know himself and other men.

If this be true, he has a real and sizeable human element problem. And he has, for most any foreman can plan for the use of, and use his own mind and body, but if he has forty men under his supervision, he must plan for the use of and actually use these forty different types of minds and bodies—no two of which are alike.

What does the foreman need to know about himself and his men in order to induce them to do the details of the nine above angles of his job? He cannot do these details himself, he must see that other men do them.

What does he need for his own personal development to be a "top-notch" in his profession of foremanship?

Here leadership is involved. He must keep continually developing the qualities of leadership. He must study the fundamentals upon which leadership is based. He must seek this leadership.

A foreman must realize that he should lead his fellow men, and he should set out deliberately to do just that.

(Concluded in September)

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Ed. NOTE. This department, giving a partial list of products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		
The Baker Goodyear Co	New Haven	
Accounting Machines		
Underwood Elliott Fisher Co	Hartford	
Acids		
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway	New York
Adding Machines		
Underwood Elliott Fisher Co	Hartford	
Advertising Printing		
The Case Lockwood & Brainard Co	Hartford	
Advertising Specialties		
The H C Cook Co 32 Beaver St	Ansonia	
Scovill Manufacturing Co (Made to Order)	Waterbury	
The Waterbury Button Co	Waterbury	
Aero Webbing Products		
Russell Mfg Co	Middletown	
Air Compressors		
The Spencer Turbine Co	Hartford	
Aircraft—Repair & Overhaul		
United Airports Div United Aircraft Corp	Rentschler Field East Hartford	
Airplanes		
Vought-Sikorsky Aircraft, Div United Aircraft Corp	Stratford	
Aluminum Castings		
Newton-New Haven Co 688 Third Avenue	West Haven	
Aluminum Forgings		
Scovill Manufacturing Co (small)	Waterbury	
Aluminum Goods		
Scovill Manufacturing Co (To Order)	Waterbury	
The Waterbury Button Co	Waterbury	
Aluminum—Sheets & Coils		
United Smelting & Aluminum Co Inc	New Haven	
Ammunition		
Remington Arms Co Inc	Bridgeport	
Aromatics		
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway	New York
Artificial Leather		
Zapon Div, Atlas Powder Co	Stamford	
Asbestos		
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	
Assemblies, Small		
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	
Automobile Accessories		
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	
The Wiremold Co (automobile loom & windshield wiper tubing)	West Hartford	
Automotive Friction Fabrics		
The Russell Mfg Co	Middletown	
Automotive & Service Station Equipment		
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	
Bakelite Moldings		
The Waterbury Button Co	Waterbury	
Balls		
The Abbott Ball Co (steel bearing and burnishing)	Hartford	
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	
Barrels		
The Abbott Ball Co (burnishing and tumbling)	Hartford	
The Hartford Steel Ball Co (tumbling)	Hartford	
Bathroom Accessories		
The Charles Parker Co	Meriden	
Bearings		
Norma Hoffmann Bearings Corp (ball and roller)	New Britain	
The Fafnir Bearing Co (ball)	New Britain	
New Departure Div of General Motors (ball)	Bristol	
Bells		
Bevin Brothers Mfg Co	East Hampton	
The Gong Bell Mfg Co	East Hampton	
Sargent and Co	New Haven	
The N N Hill Brass Co	East Hampton	
Belting		
The Russell Mfg Co	Middletown	
The Thames Belting Co	Norwich	
Benches		
The Charles Parker Co (piano)	Meriden	
Bicycle Coaster Brakes		
New Departure Div General Motors Corp	Bristol	
Bicycle Sundries		
New Departure Div General Motors Corp	Bristol	
Binders Board		
Colonial Board Company	Manchester	
Blocks		
Howard Company (cupola fire clay)	New Haven	
Blower Fans		
The Spencer Turbine Co	Hartford	
Colonial Blower Co	Hartford	
Blower Systems		
Colonial Blower Co	Hartford	
Boilers		
The Bigelow Co	New Haven	
Petroleum Heat & Power Co (domestic only)	Stamford	
Bolts and Nuts		
Clark Brothers Bolt Co	Milldale	
The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	
The Blake & Johnson Co (nuts, machine screw-bolts, stove)	Waterville	
Bottle Bobbins		
Sonoco Products Co (Climax-Lowell Div)	Mystic	
Box Board		
National Folding Box Co	New Haven	
New Haven Pulp & Board Co	New Haven	
Robertson Paper Box Co	Montville	
The Lydall & Foulds Paper Co	Manchester	
Boxes—Paper—Folding		
Atlantic Carton Corp	Norwich	
S. Curtis & Son Inc	Sandy Hook	
M. S. Dowd Carton Co	Hartford	
National Folding Box Co (paper folding)	New Haven	
The New Haven Pulp & Board Co	New Haven	
Robertson Paper Box Co	Montville	
Brake Lining		
Colt's Patent Fire Arms Mfg Co	Hartford	
The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	
Brass and Bronze		
The American Brass Co (sheet, wire rods, tubes)	Waterbury	
The Bridgeport Rolling Mills Co	Bridgeport	
The Bristol Brass Corp (sheet, wire, rods)	Bristol	
The Miller Co (Phosphor bronze in sheets, strips and rolls)	Meriden	
The Thinsheet Metals Co (sheets and rolls)	Waterbury	
Brass Goods		
Sargent and Company	New Haven	
Scovill Manufacturing Co (To Order)	Waterbury	
Brass Mill Products		
Bridgeport Brass Co	Bridgeport	
Scovill Manufacturing Co	Waterbury	
Brass Stencils—Interchangeable		
The Fletcher Terry Co	Box 415, Forestville	
Brick—Building		
The Donnelly Brick Co	New Britain	
Bricks—Fire		
Howard Company	New Haven	
Brooms—Brushes		
The Fuller Brush Co	Hartford	
Buckles		
The Hatheway Mfg Co (Dee Rings)	Bridgeport	
The Hawie Mfg Co	Bridgeport	
The G E Prentice Mfg Co	New Britain	
John M Russell Mfg Co Inc	Naugatuck	
B Schwanda & Sons	Staffordville	
The Patent Button Co	Waterbury	
The Waterbury Button Co	Waterbury	
Buffing & Polishing Compositions		
Apothecaries Hall Co	Waterbury	
Lea Mfg Co	Waterbury	
Buffing Wheels		
The Williamsville Buff Mfg Co	Danielson	
Buttons		
B Schwanda & Sons	Staffordville	
The Patent Button Co	Waterbury	
Colt's Patent Fire Arms Mfg Co	Hartford	
Scovill Manufacturing Co (uniform and tack fastened)	Waterbury	
The Waterbury Button Co	Waterbury	
Cabinets		
The Charles Parker Co (medicine)	Meriden	
Cables—Wire		
The Wiremold Co (armored, armored leaded and non-metallic sheathed cable)	West Hartford	
Carpet Lining		
Palmer Brothers Co	New London	
Castings		
The Charles Parker Co (gray iron)	Meriden	
The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden	
The Sessions Foundry Co (gray iron)	Bristol	
John M. Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck	
Malleable Iron Fittings Co (malleable iron and steel)	Brantford	
McLagon Foundry Co (gray iron)	New Haven	
Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven	
Philbrick-Booth & Spencer Inc (Grey Iron)	Hartford	
The Greist Mfg Co (white metal, slush, permanent moulds)	503 Blake St New Haven	
Scovill Manufacturing Co (brass and bronze)	Waterbury	
Vanadium Metals Co (brass, bronze and aluminum)	Groton	
Union Mfg Co (gray iron)	New Britain	
Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown	
Castings—Permanent Mould		
The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden	
Chain		
John M Russell Mfg Co Inc	Naugatuck	
Chains—Bead		
The Bead Chain Mfg Co	Bridgeport	
Chemicals		
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway	New York
Apothecaries Hall Co	Waterbury	
MacDermid Incorporated	Waterbury	
American Cyanamid & Chemical Corp	Waterbury	
Chromium Plating		
Chromium Corp of America	Waterbury	
Chucks & Face Plate Jaws		
Union Mfg Co	New Britain	
Clamps—Wood Workers		
Sargent and Company	New Haven	

IT'S MADE IN CONNECTICUT

— CONTINUED —

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
MacDermid Incorporated Waterbury

Clutch—Friction
The Carlyle Johnson Mach Co (The Johnson) Manchester

Comfortables
Palmer Brothers Co New London

Conduits
The Wiremold Co (flexible steel and non-metallic flexible) West Hartford

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic

Consulting Engineers
The Stanley P Rockwell Co Inc (Consulting) 296 Homestead Ave Hartford

Contract Manufacturers
The Greist Mfg Co (metal parts and assemblies) 503 Blake St New Haven

Copper
The American Brass Co (sheet, wire, rods, tubes) Waterbury
The Bristol Brass Corp (sheet) Bristol
Scovill Manufacturing Co (pipe and service tubing) Waterbury
The Thinsheet Metals Co (sheets and rolls) Waterbury

Copper Sheets
The New Haven Copper Co Seymour

Copper Shingles
The New Haven Copper Co Seymour

Copper Water Tube
Bridgeport Brass Co Bridgeport

Corrugated Paper & Fibre Products
The Danbury Square Box Co Danbury

Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Shipping Cases
D L & D Container Corp 87 Shelton Ave New Haven
Gair Thames Containers Div of the Robert Gair Co Inc New London

Cosmetics
The J B Williams Co Glastonbury

Cotton Batting & Jute Batting
The Gilman Brothers Gilman
Palmer Brothers New London

Cotton Yarn
The Floyd Cranska Co Moosup

Counting Devices
Veeder-Root Inc Hartford

Cutlery
Remington Arms Co Inc Bridgeport

Cut Stone
The Dextone Co New Haven

Cutters
The Standard Machinery Co (rotary board, single and duplex) Mystic
The O K Tool Co Inc (inserted tooth milling) 33 Hull St Shelton

Dictating Machines
Dictaphone Corporation Bridgeport

Die Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

Dies
The Hoggson & Pettis Mfg Co 141 Brewery St New Haven

Die-Heads—Self-Opening
The Eastern Machine Screw Corp
Truman & Barclay Sts New Haven

The Geometric Tool Co New Haven

Dish Washing Machines
Colt's Patent Fire Arms Mfg Co Hartford

Dispersions of Rubber
Naukatuck Chemical (Div of U S Rubber Prod Inc) Naukatuck & 1790 Broadway New York

Draperies
Palmer Brothers Co New London

Drop Forgings
Wilcox Crittenden & Co Inc Middletown
The Blakelee Forging Co Plantsville

Atwater Mfg Co

Edged Tools
The Collins Co (axes and other edged tools) Collinsville

Elastic Webbing
The Russell Mfg Co Middletown

Electric Appliances
The Silux Co 80 Pliny St Hartford

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric—Commutators & Segments
The Cameron Elec Mfg Co (rewinding motors) Ansonia

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Heating Element & Units
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Instruments
The Bristol Co Waterbury

Electric Panel Boards
The Plainville Electrical Products Co Plainville

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

The Whitney Blake Co (Graybar Elec Co Exclusive Distributors) Hamden

Electrical Control Apparatus
The Trumbull Electric Mfg Co Plainville

Electrical Control Equipment
Colt's Patent Fire Arms Mfg Co Hartford

Electrical Goods
A C Gilbert Co New Haven

Colt's Patent Fire Arms Mfg Co Hartford

Electrical Switches
Colt's Patent Fire Arms Mfg Co Hartford

Elevators
The Eastern Machinery Co (passenger and freight) New Haven

Embalming Chemicals
The Embalmers' Supply Co Westport

Engines
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford

Envelopes
Curtis 1000 Inc Hartford

Extractors—Tap
The Walton Co 94 Allyn St Hartford

Eyelets
The Platt Bros & Co Waterbury
P O Box 1030 Waterbury

Fasteners—Slide & Snap
The G E Prentice Mfg Co New Britain
Sargent and Co New Haven

The Patent Button Co Waterbury

Scovill Manufacturing Co (snap) Waterbury

Felt
American Felt Co Glenville

Ferrules
The Waterbury Button Co Waterbury

Fibre Board
The C H Norton Co North Westchester
The Wm Foulds & Company Manchester

Finger Nail Clippers
The H C Cook Co 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford

Remington Arms Co Inc Bridgeport

Fire Hose
Fabrics Fire Hose Co (municipal and industrial) Sandy Hook

Fireplace Goods
The John P Smith Co (acreens) 423-33 Chapel St New Haven

The Rostand Mfg Co Milford

Fireproof Floor Joists
The Dextone Co New Haven

Fishing Equipment
The Horton Mfg Co (reels, rods, lines) Bristol

Fishing Lines
The Bevin-Wilcox Line Co East Hampton

Fishing Tackle
The H C Cook Co 32 Beaver St Ansonia

Flashlight Cases
Scovill Manufacturing Co (metal) Waterbury

Flow Meters
The Bristol Co Waterbury

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport

Scovill Manufacturing Co (non-ferrous) Waterbury

Foundries
Union Mfg Co (gray iron) New Britain
Wilcox Crittenden & Co Inc (iron brass aluminum and bronze) Middletown

The Sessions Foundry Co (iron) Bristol

Foundry-Riddles
The John P Smith Co 423-33 Chapel St New Haven

Rolock Inc (brass, galvanized, steel) Southport

Furniture—Anodic Aluminum
Warren McArthur Corporation Bantam

Fuses
Colt's Patent Fire Arms Mfg Co Hartford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Gauges
The Bristol Co (pressure, vacuum, indicating, recording and controlling) Waterbury

Gears—Reverse & Reduction for Motor Boats
The Snow and Petrelli Mfg Co New Haven

Glass Coffee Makers
The Silux Co 80 Pliny St Hartford

Glass Cutters
The Fletcher Terry Co Box 415, Forestville

Golf Equipment
The Horton Mfg Co (clubs, shafts, balls, bags) Bristol

Graphite Crucibles & Products
American Crucible Co Shelton

Grinding
Centerless Grinding Works (production & custom) 70 Knowlton St. Bridgeport

Hardware
Sargent and Co New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown

Hardware—Trailer Cabinet
The Excelsior Hardware Co Stamford

Hardware, Trunk & Luggage
J H Sessions & Son Bristol

Hat Machinery
Doran Brothers, Inc Danbury

Headers
The E J Manville Machine Co Waterbury

Heat Treating
The Bennett Metal Treating Co 1045 New Britain Ave Elmwood

The Stanley P Rockwell Co Inc Hartford

Heat-Treating Equipment
The Stanley P Rockwell Co Inc (commercial) 296 Homestead Ave Hartford

The Wallace Barnes Co Div, Associated Spring Corp Bristol

Heating Apparatus
Crane Company Bridgeport

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Sargent and Company New Haven
Homer D Bronson Company Beacon Falls

Hoists and Trolleys
Union Mfg Company New Britain

Hose Supporter Trimmings
The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Industrial Finishes
Zapon Div Atlas Powder Co Stamford

Insecticides
American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable
The Kerite Insulated Wire & Cable Co Inc Seymour

The Whitney Blake Co (Graybar Elec Co Exclusive Distributors) Hamden

Japanning
J H Sessions & Son Bristol

Key Blanks
Sargent and Company New Haven
The Graham Mfg Co Derby

Knit Goods
American Hosiery Company New Britain

Labels
J & J Cash Inc (Woven) South Norwalk
Naukatuck Chemical (Div of U S Rubber Prod Inc) (rubber) Naukatuck & 1790 Broadway New York

Lacquers & Synthetic Enamels
Zapon Div Atlas Powder Co Stamford

Ladders
A W Flint Co 136 Haven St, New Haven

Lamps
The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

The Greist Mfg Co (portable, office, floor, table and novelty) 503 Blake St New Haven

Latex
Naukatuck Chemical (Div of U S Rubber Products Inc) Naukatuck & 1790 Broadway New York (Adv.)

IT'S MADE IN CONNECTICUT

— CONTINUED —

Leather		Office Equipment	Hartford	Recorders and Controllers	The Bristol Co. (humidity, motion and operation)	Waterbury
Herman Roser & Sons Inc (Genuine Pig-skin)	Glastonbury	Oil Burners	Branford	Refractories	Howard Company	New Haven
Leather Goods Trimmings		Malleable Iron Fittings Co		Resistance Wire	The C O Jelliff Mfg Co	Southport
The G E Prentice Mfg Co	New Britain	The Silent Glow Oil Burner Corp	Hartford	Retainers	The Hartford Steel Ball Co (bicycle & automotive)	Hartford
Lighting Equipment		1477 Park St		Reverse Gear—Marine	The Carlyle Johnson Mach Co	Manchester
The Miller Co (Miller, Duplexalite, Ivanhoe)	Meriden	Petroleum Heat & Power Co (domestic commercial and industrial)	Stamford	Riveting Machines	The Grant Mfg & Machine Co	Bridgeport
The Waterbury Button Co	Waterbury	Paints and Enamels	Meriden	The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport	
Locks		The Tredennick Paint Mfg Co		Rivets	Clark Brothers Bolt Co	Milldale
Sargent and Company	New Haven	Paperboard		The Blake & Johnson Co (brass, copper and non-ferrous)	Waterville	
Locks—Cabinet		Gair Thames Containers, Div of the Robert Gair Co Inc	New London	J H Sessions & Son	Bristol	
The Excelsior Hardware Co	Stamford	The New Haven Pulp & Board Co	New Haven	The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bridgeport	
Locks—Suit-case and Trimmings		Paper Boxes		Rods	The Bristol Brass Corp (brass and bronze)	Bristol
The Excelsior Hardware Co	Stamford	Robertson Paper Box Co (folding)	Montville	Roof Coatings & Cements	Tilo Roofing Co Inc	Stratford
Locks—Trunk		National Folding Box Co (folding)	New Haven	Roofing—Built Up	Tilo Roofing Co Inc	Stratford
The Excelsior Hardware Co	Stamford	The New Haven Pulp & Board Co		Rubber Chemicals	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway	New York
Locks—Zipper		Paper Clips	32 Beaver St	The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils)	Stamford	
The Excelsior Hardware Co	Stamford	The H C Cook Co (steel)	Ansonia	Rubber Dispersions	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway	New York
Machinery		Paper Tubes and Cores		Rubberized Fabrics	The Duro-Gloss Rubber Co	New Haven
The Hallden Machine Company (mill)	Thomaston	Sonoco Products Co (Climax-Lowell Div)	Mystic	Rubber Footwear	The Goodyear Rubber Co	Middletown
The Standard Machinery Co (bookbinders)	Mystic	Parallel Tubes		United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U. S. Royal Footwear)	Naugatuck	
Machines		Sonoco Products Co (Climax-Lowell Div)	Mystic	Rubber Latex	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway	New York
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Perfume Bases		Rubbish Burners	The John P Smith Co 423-33 Chapel St	New Haven
The Patent Button Company	Waterbury	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway	New York	Safety Fuses	The Ensign-Bickford Co (mining & detonating)	Simsbury
Machines—Automatic		Phosphor Bronze	Seymour	Scales—Industrial Dial	The Kron Company	Bridgeport
The A H Nilson Mach Co (Special) Bridgeport		The Bristol Brass Corp (sheet)	Bristol	Scissors	The Acme Shear Company	Bridgeport
Machines—Forming		Pipe		Screw Machine Products	The Blake & Johnson Co	Waterville
The A H Nilson Mach Co (four-slide wire and ribbon stock)	Bridgeport	The American Brass Co (brass and copper)	Waterbury	The Eastern Machine Screw Corp	Truman & Barclay St	New Haven
Malleable Iron Castings		Howard Co (cement well and chimney)	New Haven	The Humason Mfg Co	Forestville	
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware)	Millford	Crane Company (fabricated)	Bridgeport	Scovill Manufacturing Co (cap and machine)	Waterbury	
Wilcox Crittenden & Co Inc	Middletown	Bridgeport Brass Co (brass & copper)	Bridgeport	Screws	The Blake & Johnson Co (machine)	Waterville
Marking Devices		Scovill Manufacturing Co (copper, red brass and yellow brass)	Waterbury	Sargent and Company	New Haven	
The Hoggson & Pettis Mfg Co	New Haven	Pipe Fittings	Branford	Clark Brothers Bolt Co	Milldale	
Mattresses		Malleable Iron Fittings Co		The Charles Parker Co (wood)	Meriden	
Palmer Brothers Co	New London	Platers		The Bridgeport Screw Co (wood)	Bridgeport	
Waterbury Mattress Co	Waterbury	The Patent Button Co	Waterbury	Scovill Manufacturing Co (cap and machine)	Waterbury	
Measuring Instruments		The Plainville Electro Plating Co	Plainville	Scythes	Winsted Manufacturing Co	Winsted
The Bristol Co (long distance)	Waterbury	Platers—Chrome		Sewing Machines	The Greist Mfg Co (Sewing machine attachments) 503 Blake St	New Haven
Metal Cleaners		The Plainville Electro Plating Co	Plainville	The Merrow Machine Co 2814 Laurel St	Hartford	
Apothecaries Hall Co	Waterbury	Platers' Equipment	Waterbury	Shaving Soaps	The J B Williams Co	Glastonbury
Metal Cleaning Machines		MacDermid Incorporated		Shears	The Acme Shear Co (household)	Bridgeport
Colt's Patent Fire Arms Mfg Co	Hartford	Plumbers' Brass Goods	Bridgeport	Sheet Metal Products	The American Brass Co (brass and copper)	Waterbury
Metal Goods		Bridgeport Brass Co	Bridgeport	Sheet Metal Stampings	The Patent Button Co	Waterbury
Bridgeport Brass Co (to order)	Bridgeport	Scovill Manufacturing Co	Waterbury	J H Sessions & Son	Bristol	
Metal Novelties		John M Russell Mfg Co Inc	Naugatuck	Signals	The H C Cook Co (for card files)	Ansonia
The H C Cook Co 32 Beaver St	Ansonia	Pneumatic Vibrators				
The Waterbury Button Co	Waterbury	The New Haven Vibrator Co Inc (for all Mechanical Operations)	New Haven			
Metal Products—Stampings		P O Box 1669				
J H Sessions & Son	Bristol	Pole Line				
The Greist Mfg Co 503 Blake St	New Haven	Malleable Iron Fittings Co	Branford			
Scovill Manufacturing Co (Made to Order)	Waterbury	Polishing Wheels				
Metal Specialties		The Williamsville Buff Mfg Co	Danielson			
The Excelsior Hardware Co	Stamford	Presses				
The G E Prentice Mfg Co	New Britain	The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic			
The American Buckle Co (sheet metal over-all trimmings)	West Haven	Propellers—Aircraft				
The Greist Mfg Co 503 Blake St	New Haven	Hamilton Standard Propellers Div United Aircraft Corp	East Hartford			
Metal Stampings		Punches				
The Patent Button Co	Waterbury	The Hoggson & Pettis Mfg Co (ticket & cloth)	New Haven			
The Excelsior Hardware Co	Stamford	141 Brewery St				
J H Sessions & Son	Bristol	Putty Softeners—Electrical				
The H C Cook Co 32 Beaver St	Ansonia	The Fletcher Terry Co Box 415	Forestville			
The Waterbury Button Co	Waterbury	Pyrometers				
Milk Bottle Carriers		The Bristol Co (recording and controlling)	Waterbury			
The John P Smith Co 323-33 Chapel St	New Haven	Radiation-Finned Copper				
Mill Supplies		The G & O Manufacturing Company	New Haven			
Wilcox Crittenden & Co Inc	Middletown	Railroad Equipment				
Moulded Plastic Products		The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Millford			
Colt's Patent Fire Arms Mfg Co	Hartford	Rayon Yarns				
The Watertown Mfg Co 117 Echo Lake Road	Watertown	The Hartford Rayon Corp	Rocky Hill			
Mouldings		Razors				
The Wiremold Co (surface metal race-ways)	West Hartford	Schick Dry Shaver Inc (electric)	Stamford			
Moulds		Reamers				
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St	New Haven	The O K Tool Co Inc (inserted tooth)	33 Hull St			
The Sessions Foundry Co (heat resisting for non ferrous metals)	Bristol	Reclaimed Rubber				
Nickel Anodes		Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway	New York			
Apothecaries Hall Co	Waterbury					
The Seymour Mfg Co	Seymour					
Nickel Silver						
The Seymour Mfg Co	Seymour					
Nuts Bolts and Washers						
Clark Brothers Bolt Co	Milldale					

IT'S MADE IN CONNECTICUT

- CONTINUED -

Silks		Tableware—Stainless Steel		Valves—Automatic Air	
Cheney Brothers	South Manchester	International Silver Co	Meriden	Beaton & Cadwell Mfg Co	New Britain
Silverware		Tanks		Valves—Flush	
International Silver Co (tableware, nickel silver, silver plate and sterling)	Meriden	The Bigelow Company (steel)	New Haven	Beaton & Cadwell Mfg Co	New Britain
Silverware—Hotel & Institutional		Tape		Valves—Relief & Control	
International Silver Co	Meriden	The Russell Mfg Co	Middletown	Beaton & Cadwell Mfg Co	New Britain
Silverware—Plated Hollowware		Tap Extractors		Venetian Blinds	
International Silver Co	Meriden	The Walton Co	94 Allyn St Hartford	The Permatex Fabrics Co	Jewett City
Silverware—Sterling & Plated Trophies		Taps, Collapsing		Ventilating Systems	
International Silver Co	Meriden	The Geometric Tool Co	New Haven	Colonial Blower Co	Hartford
Silverware—Sterling Silver Hollowware		Tarred Lines		Vises	
International Silver Co	Meriden	Brownell & Co Inc	Moodus	The Charles Parker Co	Meriden
Silverware—Tableware, Silver		Textile Machinery		Washers	
International Silver Co	Meriden	The Merrow Machine Co 2814 Laurel St	Hartford	The Blake & Johnson Co (brass, copper & non-ferrous)	Waterville
Silverware—Tableware, Silver Plate		Thermometers		American Felt Co (felt)	Glenville
International Silver Co	Meriden	The Bristol Co (controlling, recording and indicating)	Waterbury	Clark Brothers Bolt Co	Milldale
Silverware—Tableware, Sterling		Thin Gauge Metals		The Sessions Foundry Co (cast iron)	Bristol
International Silver Co	Meriden	The Thinsheet Metals Co (plain or tinned in rolls)	Waterbury	J H Sessions & Son	Bristol
Sizing and Finishing Compounds		Thread		Watches	
American Cyanamid & Chemical Corp	Waterbury	Max Pollack & Co Inc	Groton	Benrus Watch Co	30 Cherry St Waterbury
Smoke Stacks		The American Thread Co	Willimantic	Waterproof Dressings for Leather	
The Bigelow Company (steel)	New Haven	The Gardiner Hall Jr Co (cotton sewing)	South Willington	The Viscol Company	Stamford
Soap		Threading Machines		Webbing	
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury	The Grant Mfg & Machine Co (double and automatic)	Bridgeport	The Russell Mfg Co	Middletown
Speakers		Time Recorders		Welding Rods	
Cinaudagraph Corp (High Fidelity for radios, motion picture houses and public address systems)	Stamford	Stromberg Time Corp	Thomaston	The Bristol Brass Corp (brass & bronze)	Bristol
Special Parts		Timers, Interval		Wicks	
The Greist Mfg Co (small machined, especially precision stampings)	503 Blake St New Haven	The H C Thompson Clock Co	Bristol	The Russell Mfg Co	Middletown
Sponge Rubber		Tinning		Wire	
The Sponge Rubber Products Co	Derby	Wilcox Crittenden & Co Inc	Middletown	The Bristol Brass Corp (brass and bronze)	Bristol
Spreads		The Thinsheet Metals Co (non-ferrous metals in rolls)	Waterbury	The Driscoll Wire Co (steel)	Shelton
Palmer Brothers Company	New London	Tools		Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted
Spring Units		The Hoggson & Pettis Mfg Co (rubber workers)	New Haven	The Atlantic Wire Co (steel)	Branford
Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport	141 Brewery St	New Haven	The Bridgeport Screw Co (scratch brush)	Bridgeport
Spring Washers		The O K Tool Co Inc (inserted tooth metal cutting)	33 Hull St Shelton	The Platt Bros & Co (zinc wire)	Waterbury
The Wallace Barnes Co Div Associated	Bristol	Toys		P O Box 1030	Rockbestos Products Corp (asbestos insulated)
Spring Corp	Bristol	A C Gilbert Company	New Haven	Scovill Manufacturing Co (brass, bronze and nickel silver)	Waterbury
Springs—Coil & Flat		The Gong Bell Co	East Hampton	Wire Arches and Trellis	
The Humason Mfg Co	Forestville	The N. N. Hill Brass Co	East Hampton	The John P Smith Co	423-33 Chapel St New Haven
The Wallace Barnes Co Div Associated	Bristol	Transmissions		Wire Baskets	
Springs—Flat		New Departure Div of General Motors (variable speed)	Bristol	Rolock Inc (for acid, heat, degreasing)	Southport
The Wallace Barnes Co Div Associated	Bristol	Trucks—Lift		Wire Cable	
Spring Corp	Bristol	The Excelsior Hardware Co	Stamford	The Bevin-Wilcox Line Co (braided)	East Hampton
Springs—Furniture		Trucks—Skid Platforms		Wire Cloth	
Owen Silent Spring Co Inc	Bridgeport	The Excelsior Hardware Co (lift)	Stamford	The C O Jelliff Mfg Corp	Southport
Springs—Wire		Tube Clips		The John P Smith Co 423-33 Chapel St	New Haven
The Wallace Barnes Co Div Associated	Bristol	The H C Cook Co (for collapsible tubes)	32 Beaver St Ansonia	Wire Connectors	
Spring Corp	Bristol	Tubing		The Wiremold Co	West Hartford
Stair Pads		The American Brass Co (brass and copper)	Waterbury	Wire Drawing Dies	
Palmer Brothers Company	New London	Scovill Manufacturing Co (copper alloys)	Waterbury	The Waterbury Wire Die Co	Waterbury
Stamps		Tubing—Condenser		Wire Dipping Baskets	
The Hoggson & Pettis Mfg Co (steel)	141 Brewery St New Haven	Scovill Manufacturing Co	Waterbury	The John P Smith Co	423-33 Chapel St New Haven
Stampings—Small		Twine		Wire Forms	
The Wallace Barnes Co Div Associated	Bristol	The Undine Twine Mills Inc	Moodus	The Humason Mfg Co	Forestville
Spring Corp	Bristol	Twine—Cable Cord		The Wallace Barnes Co Div Associated	Bristol
Staples		The Undine Twine Mills Inc	Moodus	Wire Goods	
Sargent and Company	New Haven	The Undine Twine Mills Inc	Moodus	The Patent Button Co	Waterbury
Steel Castings		Twine—Chalk Line		The American Buckle Co (overall trimmings)	West Haven
The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford	The Undine Twine Mills Inc	Moodus	Scovill Manufacturing Co (To Order)	Waterbury
Malleable Iron Fittings Co	Branford	Twine—Mason Line		Wire Mesh	
Nutmeg Crucible Steel Co	Branford	The Undine Twine Mills Inc	Moodus	Rolock Inc (all meshes and metals)	Southport
Steel—Cold Rolled Spring		Twine—Sail		Wiremolding	
The Wallace Barnes Co Div Associated	Bristol	The Undine Twine Mills Inc	Moodus	The Wiremold Co	West Hartford
Spring Corp	Bristol	Twine—Seine		Wire Reels	
Steel—Cold Rolled Stainless		Brownell & Co Inc	Moodus	The A H Nilson Mach Co	Bridgeport
Wallingford Steel Company	Wallingford	The Undine Twine Mills Inc	Moodus	Wire Partitions	
Steel—Cold Rolled Strip and Sheets		Twine—Trot Line		The John P Smith Co	423-33 Chapel St New Haven
Wallingford Steel Company	Wallingford	The Undine Twine Mills Inc	Moodus	Wire Rings	
Steel Goods		Typewriters		The American Buckle Co (pan handles and tinnerns' trimmings)	West Haven
Scovill Manufacturing Co (To Order)	Waterbury	Underwood Elliott Fisher Co	Hartford	Woodwork	
Stop Clocks, Electric		Typewriter Ribbons		C H Dresser & Son Inc (Mfg all kinds of woodwork)	Hartford
The H C Thompson Clock Co	Bristol	Underwood Elliott Fisher Co	Hartford	Yarns	
Studio Couches		Underclearer Rolls		The Ensign-Bickford Co (jute carpet)	Simsbury
Waterbury Mattress Co	Waterbury	Sonoco Products Co (Climax-Lowell Div)	Mystic	Zinc	
Switchboards		Vacuum Cleaners		The Platt Bros & Co (ribbon, strip and wire)	Waterbury
Plainville Electrical Products Co	Plainville	The Spencer Turbine Co	Hartford	P O Box 1030	Waterbury
Switchboard Wires and Cables		Valves		Zinc Castings	
Rockbestos Products Corp (asbestos insulated)	New Haven	Reading-Pratt & Cady Div, American Chain & Cable Co Inc	Bridgeport	Newton-New Haven Co Inc 688 Third Ave	West Haven (Advt.)
Switches					
Colt's Patent Fire Arms Mfg Co	Hartford				

SERVICE SECTION

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

for sale or rent

EQUIPMENT FOR SALE. Quantity of line shafting with steel and wood pulleys. Counter shafts with loose pulleys and hangers. No. 14 Rockwood Base. Address S. E. 99.

FOR SALE. (1) Diesel Engine, one cylinder, 2 cycle "Primm" 35 H.P. 300 RPM Heavy Duty. Complete with air compressor, starting equipment, water and oil pump, clutch, out bearing, in A1 condition. Can be seen running. Address S. E. 105.

FOR SALE one 75 KW 3 phase Terry Turbine Allis Chalmers Generator Unit with switchboard equipment; one 8 x 14 x 10 Westinghouse Steam Driven Air Compressor; one 20 ft. Portable Belt Conveyor; two 6 x 4 x 8 Boiler Feed Pumps; one 200 ft. Gifford-Wood Bucket Type Coal Conveyor; one 15 H. P. Nash Gas Engine, and 3 KW Generator; 1 Kron 4' x 5' Platform Scale. Address S. E. 110.

FOR RENT in Mystic approximately 37,000 feet on single floor. Standard Mill Construction with sprinklers. Excellent daylight from skylights in roof throughout. Can be subdivided into three or four small sections for any manufacturer. Low rental rates. Address S. E. 111.

FOR SALE OR RENT. Factory space, with three steel and brick fire-proof buildings, four acres of land in business zone, excellent light, concrete floors, ground floor buildings, can rent one building with 25' ceiling and 50' x 50' in size, preferable to do this rather than rent whole works. Address S. E. 112.

FOR SALE. Two story brick factory; 12,000 sq. ft.; ideally situated for manufacturing, location Shelton, Conn.; priced attractively for quick sale. Inquire Robert Gair Company, Inc., 155 East 44th Street, New York City. Brokers protected.

wanted - to buy

WORK WANTED. Bright Nickel Plating. We are equipped to do volume bright nickel plating of metal parts at reasonable rates. Inquiries will be welcomed. Wallace Brothers, Wallingford, Connecticut, Phone 193.

employment

SUPERINTENDENT. Graduate mechanical engineer with 15 years' extensive experience in the making and finishing of metal goods. A recommended expert on manufacturing methods, processes and costs. Wide practical experience in chemistry, metallurgy and heat treatment. Desires position as superintendent, executive assistant or manufacturing cost analyst. Excellent references. Address P. W. 445.

MANUFACTURING EXECUTIVE. Practical mechanic experienced in all phases manufacturing, including purchasing: costs: product design: modern production methods: wage systems: tooling, etc. following products. Contract pressed and deep drawn metal stampings; steel and non-ferrous metals; screw machine products, Brown and Sharp and Nat. Acme machines; Castings, sand and pressure; multiple plunger or eyelet machine work; 4-slide machine work; ribbon and wire forming; headers: slotters: threaders. Rivets: wood and machine screws; Brass goods; plumber's supplies; pencil tips; flashlights; electrical specialties: screw shells and caps; switches; radio parts; lighting fixtures; lamps; chandeliers; giftware; plated silver hollowware and flatware; advertising novelties; premium promotion; syndicate store goods. Address P. W. 481.

REFRIGERATION SCHOOL GRADUATE with a technical high school education desires a connection with some firm either maintaining or manufacturing refrigeration or air conditioning equipment. I have had five years factory experience as a roller along with some electrical work. Good references. Address P. W. 482.

YOUNG MAN available for progressive company interested in scientific management. Can assume responsibility, develop industrial and economic techniques, write reports, and take over the general detail for a busy executive. My future is my primary interest. Yale, B.A. Columbia, M.A. Excellent references. Address P. W. 483.

POSITION WANTED where a sound knowledge of mechanical drafting (ten years' experience), of topographical drafting, geological

(4 years' experience), and of humanity and business trends would be useful. Address P. W. 484.

CHARTERED ACCOUNTANT. University graduate, married, in thirties, chartered accountant, member of Controllers Institute of America, who has had some 15 years' experience with leading accounting firms in Canada and United States, desires position with industrial organization as controller, assistant or as an accountant. He is an expert on all phases of taxation and capable of assuming official duties. Address P. W. 485.

YOUNG MAN. High School graduate who has been attending M. I. T. looking toward specialization in aviation engineering, seeks summer work along mechanical lines. Although he prefers work in aircraft industry, will accept other employment in either clerical or mechanical capacity. Address P. W. 486.

ACCOUNTANT AND OFFICE MANAGER. Man who has had 20 years' experience as accountant and office manager as well as experience in retail sales and investigation work, desires to locate opportunity in Connecticut where he may serve to the material benefit of his employer and himself. Salary not an object at start. Address P. W. 487.

MECHANICAL ENGINEER, technical graduate with 15 years of extensive manufacturing experience in all phases of modern production. Tooling for ferrous and non-ferrous parts; deep drawing, forming, stamping and coining; spot and seam welding; all types of machining and precision grinding; plating and finishing; small motor manufacture; manufacturing difficulties; cost reduction. Address P. W. 488.

PURCHASING AGENT OR ASSISTANT. Engineering college graduate. Age 30. 8 years industrial production and purchasing. Past two years and at present purchasing agent electrical parts manufacturer. Proven ability and initiative. Moderate salary to start. Locate anywhere. Address P. W. 489.

EXECUTIVE. The liquidation of a long established partnership has made available a man possessing exceptional attributes. College and textile school graduate. Worked his way through the ranks to become vice president of one of the largest textile manufacturing organizations. Then followed partnership for ten years in one of the oldest factoring and commission houses where he was in complete charge of manufacturing, advertising, buying, sales promotion. Wide experience in labor matters as well as association activities. In seeking another connection advertiser desires to interest those outside of the textile field as well as within. Address P. W. 490.

INDUSTRIAL SALESMAN. Young man, 25 years of age, college graduate, desires selling position of industrial type, 4 years' experience in Metropolitan New York area. Willing to travel, minimum salary expected. Employed at present. Desires change of job with future. Excellent references. Full particulars upon request. Address P. W. 491.

WANTED. An opportunity in the production end of a progressive concern, preferably small or medium sized, able to use the services of a Yale University, Sheffield Scientific School graduate who has had six years' cost and time study experience. This man is married, has one child, is thirty-one years old, and in excellent health. Nominal salary for opening with future. Address P. W. 492.

PERSONABLE young college graduate, 22, wants personnel position. Interest in dealing with people, good judgment and management ability qualify me for this work. Address P. W. 493.

SOMEWHERE IN CONNECTICUT is a firm who can use a salesman with two and a half years' experience with Systems division of leading office equipment company, aggressively interested in selling and confident of ability to sell. Young man, good educational background, single. Will go anywhere. Let's talk it over. Best references. Address P. W. 494.

PRODUCTION MANAGER AND DEVELOPER. Man whose experience has all been in factory management work since graduation in 1921 with M.E. degree and whose most important accomplishments have been in cost reduction and control, organization of people and operations and development of products, desires to become associated with an aggressive Connecticut or New England manufacturer in either the production or development department. For interview, references or further details, write P. W. 495.

EXPERIENCED EXECUTIVES AVAILABLE. Well qualified men over 40 years of age for all types of businesses. Engineering—Production—Personnel—Advertising—Sales—Property Management. Not a commercial employment agency. No charges or fees. Address Forty Plus Club, Room 231, Y.M.C.A. Bldg, 315 Pearl Street, Hartford, Connecticut. Telephone 2-4291.

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